

World Bank Promotes Its Agenda in Paris

CAUT sent two representatives to the World Conference on Higher Education held at UNESCO headquarters in Paris October 5 to 9, 1998. The following alarming report on the conference was supplied by CAUT President Bill Graham who points out that the official Canadian delegation did not vigorously defend the importance of public post-secondary education.

THE SCORE WOULD HAVE read World Bank 4, UNESCO 1 if the recent World Conference on Higher Education in Paris had been a soccer match. For the powerful forces seeking to control post-secondary education, led by the World Bank and its allies, the enemy are university teachers around the world; and war has been declared. The battle cry is that higher education "must proceed to the most radical change and renewal it has ever been required to undertake." And that means radically changing the "traditional" or "classical" or "research based" university and its personnel

AAUP General Secretary Mary Burgan & Bill Graham at UNESCO World Conference.

to meet the ravenous needs of the knowledge-based global economy.

The official documents to be adopted were a *World Declaration on Higher Education for the 21st Century* and a *Framework for Priority Action for Change and Development*. As is the case with many such large conferences the wording of the declaration and framework had been largely drafted prior to the event and reflected the compromised blandness we associate with such general statements. From the very



first day of the conference, however, it was clear from the discussions that seemingly simple words and phrases carried a heavy load of implied meaning and consequences for implementation.

The original UNESCO agen-

da, developed over many years at a variety of conferences throughout the world, and the work of its impressive Director-General Federico Mayor, had been relegated to the background by the World Bank and its allies. The problems to be dealt

with were finance, access, equity, quality and relevance, lifelong learning, employability of graduates, technology, involvement of business and industry, staff development. See CONFERENCE... Page 4

Conciliation Fails Faculty on Strike at Brandon

BRANDON UNIVERSITY FACULTY went on strike at 7:31 on the morning of Nov. 9, one minute before they were due to be locked out by the university administration.

Ninety-seven per cent of bargaining unit members participated in the October strike vote. Support to take strike action was strong, with 80% in favour. Conciliation efforts in late October and during the first week of November failed to produce a tentative agreement between Brandon University Faculty Association (BUFA) and its employer.

The parties have agreed to a post-strike mediation process that began on Tuesday, with the mediator's report due by noon on Friday.

Nov. 13. If mediation fails, the faculty association has called for the employer to agree to binding arbitration.

The Brandon University Student Union has thrown its support behind the demands of the faculty and their call for binding arbitration. The students have also made free coffee and donuts available to the picketers.

They key issues are salary and benefits, tenure procedures, privacy, copyright protection for distance education courses, and technological change. ■

Messages of support and solidarity can be faxed to BUFA at 204-725-1343. For up-to-date information on the strike check out www.bufa.org.

La Banque mondiale et ses alliés

L'ACPPU a délégué deux représentants à la Conférence mondiale sur l'éducation supérieure du 5 au 9 octobre 1998. Le président de l'ACPPU, Bill Graham, a fourni le rapport alarmant qui suit sur cette conférence. Il nous informe que la délégation officielle du Canada n'a pas défendu vigoureusement l'importance de l'enseignement postsecondaire public.

SU LA CONFÉRENCE MONDIALE sur l'éducation supérieure de l'UNESCO, récemment tenue à Paris, avait été une partie de soccer, le pointage aurait été de 4 contre 1 pour la Banque mondiale. Pour les puissantes forces qui tentent de prendre le contrôle de l'enseignement postsecondaire, avec en tête la Banque mondiale et ses alliés, l'ennemi à battre sont les professeurs d'université des quatre coins du monde. La guerre est donc déclarée. Le cri de guerre est que l'enseignement supérieur devra effectuer les modifications et les

renouvellements les plus radicaux qu'on ne lui a jamais demandés. En d'autres termes, il faudra transformer l'université « traditionnelle » ou « classique » ou « vocation de recherche » et son personnel pour satisfaire la voracité d'une économie mondiale fondée sur l'information.

Il fallait adopter les documents officiels intitulés *Déclaration mondiale sur l'enseignement supérieur pour le XXI^e siècle et Cadre d'action prioritaire pour le changement et le développement de l'enseignement supérieur*. Comme c'est le cas pour de nombreuses conférences aussi importantes, le texte

de la déclaration et du cadre d'action a été rédigé en grande partie avant la tenue de la conférence mondiale et il reflétait la faute des compromis associés à ce genre de déclarations générales. Cependant, dès le premier jour de la conférence, il s'est dégagé des discussions, de manière évidente, que des mots et des groupes de mots apparemment simples étaient lourds de sens et de conséquences implicites pour la mise en œuvre de ces plans d'action.

Voir 21^e SIÈCLE... à la page 8

INSIDE ■ À L'INTÉRIEUR

AALP Censured
Universities
in the US

6



Historical
Murder
Mystery

9



Taking the
Accountants
to Task

28

Waterloo Votes for
Rand Formula

3

Pre-Budget Submission

5

Livres en bref

9

Classifieds

10

CAUT ACPPU BULLETIN

PUBLISHED BY/ÉDITÉ PAR
Canadian Association of University Teachers
Association canadienne des professeurs et
professeurs d'université

2675, promenade Queenview Drive,
Ottawa (Ontario) K2B 8K2; Tel: 613/820-2270;
Fax: 613/820-2417; Email: duhamel@caut.ca

PRESIDENT/PRÉSIDENT
Bill Graham

EXECUTIVE DIRECTOR/DIRECTEUR GÉNÉRAL
James Turk

MANAGING EDITOR/RÉDACTRICE EN CHEF
Liza Duhamel

ADVERTISING & CIRCULATION/PUBLICITÉ ET DIFFUSION
Stella Mazzarolo

EDITORIAL ASSISTANT/ADJOINTE À LA RÉDACTION
Louise D'Anjou

TRANSLATION/TRADUCTION
Louise Caron

GRAPHIC DESIGN/GRAPHISME
Kevin Albert

COMMENTS? QUESTIONS?

Letters for publication are welcome. Maximum 300 words. Publication is at the sole discretion of CAUT. CAUT will not normally print letters about individual local grievances nor those which, in its judgment, are libellous or defamatory; or are on subjects which are not within the purview of CAUT's activities, or have been sufficiently discussed by other letter writers.

COURRIER DES LECTEURS

La rédaction invite les lecteurs à lui écrire. La longueur des textes est limitée à 300 mots. L'ACPPU se réserve le droit de choisir les lettres qui seront publiées. En règle générale, les lettres portant sur des griefs particuliers à l'échelle locale ne seront pas publiées ni celles que l'ACPPU estime diffamatoires ou dont le sujet dépasse le cadre des activités de l'ACPPU ou a été suffisamment débattu par d'autres correspondants.

The CAUT Bulletin is published the first week of each month September through June. Average distribution 31,000. Indexed in the Canadian Education Index. ISSN 0007-7887. Available in microform from Micromedia, 20 Victoria Street, Toronto, ON M5C 2N8. Classified ads and a selection of articles are available via the Bulletin Online at www.caut.ca.

Copyright: Reproduction without written permission by the publisher and author is forbidden. Copyright in letters and other materials submitted to the publisher and accepted for publication remains with the author, but the publisher may choose to translate and/or reproduce them in print and electronic form. All signed articles express the view of the author. CAUT Guidelines and Policy Statements are labelled as such.

Le Bulletin de l'ACPPU est publié la première semaine de chaque mois de septembre à juin. Tirage moyen : 31 000. Répertoire dans le Répertoire canadien sur l'éducation. ISSN 0007-7887. Le Bulletin est disponible sur microfilm auprès de Micromedia, 20, rue Victoria, Toronto (Ontario) M5C 2N8. Les annonces classées et un choix d'articles sont reproduits dans le Bulletin en microfilm, sur le site www.caut.ca.

Droit d'auteur: Il est interdit de reproduire des articles sans l'autorisation de l'auteur et de l'éditeur. L'auteur conserve le droit d'auteur pour les lettres et autres documents soumis à l'éditeur et acceptés aux fins de publication. L'éditeur peut cependant choisir de les traduire ou de les reproduire, ou les deux, sous forme imprimée et électronique. Tous les articles signés n'engagent que leurs auteurs. Les énoncés de principes et les directives de l'ACPPU sont présentés comme tels.

MEMBER OF/MEMBRE DE
Canadian Association of Labour Media
L'Association canadienne de la presse syndicale



PRINTED IN CANADA BY/IMPRIMÉ AU CANADA PAR
Performance Printing, Smith Falls

Got a
problem
with your
subscription?

Contact Stella. She'll fix it.

mazz@caut.ca

Unified Research Ethics Code Forces Universal Compliance

ALL FACULTY ASSOCIATIONS NEED TO ACT PROMPTLY IN response to a recently adopted policy statement on research ethics issued by Canada's three granting councils. Universities have until September 1999, to bring their own ethics policies in line with the new Tri-Council position. All research conducted at the university, whether or not funded by a granting council, must comply.

The Tri-Council policy statement: *Ethical Conduct for Research Involving Humans* was developed jointly by the Medical Research Council of Canada, the Natural Sciences and Engineering Research Council of Canada, and the Social Sciences and Humanities Research Council of Canada. The document replaces both SSHRC's and MRC's guidelines for research with human subjects.

The Councils will consider funding (or continued funding) only to individuals and institutions which certify compliance with this new policy. Should a university not comply with the Tri-Council policy by September 1999, researchers working there will not be eligible for funding from the Tri-Councils.

Every university already has in place procedures for reviewing the ethical conduct for research involving humans. These procedures are likely similar to the Tri-Council policy except that the new policy is a unified code that applies to all disciplines and research. And, in some cases, it may include types of research that were previously exempt.

Research Ethics Boards

Under the Tri-Council policy, all research that involves living human subjects requires review and approval by a Research Ethics Board (REB) before the research begins. As well, research involving human remains, cadavers, tissues, biological fluids, embryos or foetuses must be reviewed by the REB. The REB will have the authority to approve, reject, pro-

pose modifications to, or terminate any proposed or ongoing research involving human subjects which is conducted within, or by members of, the university and which does not meet the minimum standards outlined in the policy statement.

REBs must consist of at least five members, including both men and women, of whom at least two must have broad experience in the methods or in the area of research that are covered by the REB; at least one member who is knowledgeable in ethics; and at least one member who has no affiliation with the university but who is recruited from the broader community served by the university.

For biomedical research, the REB must also include a member who is knowledgeable in the relevant law. Large universities may have several REBs to deal with specific types of research; small universities may operate a joint REB on a cooperative basis. The policy statement does not spell out the process for establishing a REB.

Associations Must Act Now

Whether through Senate or through collective agreements, faculty associations should ensure their involvement in the implementation of the Tri-Council policy. CAUT staff and officers as well as CAUT's Academic Freedom and Tenure Committee and Collective Bargaining and Economic Benefits Committee are prepared to assist in developing strategy with respect to implementation of the policy or drafting appropriate language for collective agreements. ■

A copy of the policy statement may be obtained from the Medical Research Council of Canada, Holland Cross, Tower B, 5th Floor, 1600 Scott St, PL3105A, Ottawa ON K1A 0W9; or downloaded from these web sites www.mrc-gc.ca, www.nserc.ca, www.sshrc.ca. The Tri-Councils have also posted answers to what they expect to be frequently asked questions about the policy statement. A copy of CAUT's advice to faculty associations is available on the CAUT web site www.caut.ca.

Adoption par les trois conseils subventionnaires d'un code éthique

TOUTES LES ASSOCIATIONS DE PROFESSEURS DOIVENT réagir promptement à l'énoncé de politique que les trois conseils de recherches du Canada ont adopté récemment. Les universités auront jusqu'en septembre 1999 pour harmoniser leurs lignes directrices en matière d'éthique avec la nouvelle politique des trois conseils. Toutes les recherches effectuées à l'université, qu'elles soient ou non subventionnées par un conseil de recherches, devront s'y conformer.

La politique, qui s'intitule *Éthique de la recherche avec des êtres humains*, est l'œuvre commune du Conseil de recherches médicales du Canada, du Conseil de recherches en sciences naturelles et en génie du Canada et du Conseil de recherches en sciences humaines du Canada. Le document remplace les lignes directrices respectives du CRSH et du CRM sur la recherche avec des sujets humains.

Les conseils maintiendront leur financement ou accorderont des subventions uniquement aux personnes et aux établissements qui auront prouvé leur conformité à la nouvelle politique. Si une université ne se conforme pas à la politique des trois conseils d'ici septembre 1999, ses chercheurs ne seront pas admis à des subventions.

Chaque université dispose déjà de méthodes d'évaluation de l'éthique des recherches faisant appel à des sujets humains. Ces méthodes ressemblent à celles des trois conseils subventionnaires à la différence que la nouvelle politique constitue un code uniforme qui s'applique à toutes les disciplines et recherches. Dans certains cas, elle pourra inclure des types de recherches qui en étaient peut-être exclues auparavant.

Les comités d'éthique de la recherche

Conformément à l'énoncé de politique des trois conseils, toutes les recherches faisant appel à des sujets humains ne pourront être entreprises qu'après avoir été examinées et approuvées par un comité d'éthique de la recherche (CER). De plus, le CER devra examiner les recherches effectuées avec des restes humains, des cadavres, des tissus, des fluides biologiques, des embryons et des foetus humains.

Le CER aura le pouvoir d'approuver et de rejeter les projets de recherches ou les recherches en cours avec des sujets humains menées à l'université ou par des universitaires qui ne respectent pas les normes minimales de l'énoncé de politique.

Le CER devra être composé de cinq membres au moins, hommes et femmes. Deux de ces membres au moins devront posséder une vaste expérience dans les méthodes ou dans les disciplines de recherche relevant de la compétence du CER, au moins un membre devra être versé en éthique et au moins un membre devra être recruté à l'extérieur de l'université mais au sein de la collectivité servie par l'établissement.

Dans le cas de la recherche biomédicale, le CER devra également comprendre un membre qui connaît le droit approprié aux projets de recherche. Les grandes universités pourront avoir plusieurs CER pour traiter de types précis de recherches. Les petites universités pourront se partager des CER ou explorer la possibilité de coopérations. L'énoncé de politique ne précise pas la marche à suivre pour créer un CER.

Les associations doivent agir maintenant

Que ce soit par l'entremise du conseil d'université ou de la convention collective, les associations devront s'assurer de participer à la mise en œuvre de la politique des conseils de recherches. Le personnel et les dirigeants de l'ACPPU, le Comité de la liberté universitaire et de la permanence de l'emploi et le Comité de la négociation collective et des avantages économiques sont prêts à vous aider à élaborer une stratégie de mise en œuvre de la politique ou à rédiger les dispositions pertinentes pour votre convention collective. ■

On peut se procurer un exemplaire de l'énoncé de politique en s'adressant au Conseil de recherches médicales du Canada, Holland Cross, Tour B, 5e étage, 1600, rue Scott, LP3105A, Ottawa (Ontario) K1A 0W9, ou en téléchargeant à partir des sites w3 suivants : www.mrc-gc.ca, www.nserc.ca, www.sshrc.ca. Les trois conseils ont également affiché des réponses à des questions qui seront probablement les plus souvent posées au sujet de l'énoncé de politique. Une copie de l'énoncé de l'ACPPU aux associations de professeurs est disponible sur son site : www.caut.ca.

Waterloo Votes for Rand Formula

FAULTY AT THE UNIVERSITY of Waterloo voted by over 67 per cent to introduce a full Rand formula, for all employees represented by the faculty association (FAUW). The vote was conducted in mid-October.

This is the first time a full Rand formula has been adopted by faculty members whose association is not certified.

The Rand formula means that, as of Jan. 1, 1999, payment to FAUW of an amount equal to the membership dues of FAUW is a condition of employment for each member of the groups represented by FAUW. The amount will be collected by payroll deduction and remitted to FAUW, and the only grounds for redirection of the amount (to a charity) is a bona fide religious objection. Membership in FAUW remains a matter of choice, but everyone has an obligation to pay an amount equal to FAUW dues by payroll deduction and have that amount remitted to FAUW by the university.

The new memorandum of agreement stipulates that "The University recognizes the Association as the sole representative of the following groups of University employees (hereinafter referred to as Members) with regard to terms and conditions of employment: (a) all regular faculty members who hold definite term, probationary, tenured, or continuing appointments, on either a full-time or fractional-load basis; and (b) all part-time faculty members who hold definite term appointments of one year or more with FTE of at least 50 per cent (as specified in the letter of appointment)."

The university also collects membership dues by payroll deduction and remits them to FAUW for other employees (e.g., librarians) who are permitted by the FAUW constitution to be full voting members of FAUW and elect to join, but who are not presently recognized by the university as being represented by FAUW. ■



PROFESSOR FALLGUY

His tenure bid denied.



GRIEVANCE OFFICER JANE

Her first big case.



DISGRUNTLED COLLEAGUE

What a tangled web he weaves.

IT ALL HAPPENS AT THE Grievance/Arbitration Conference

The conference will unfold in five acts surrounding one imaginary case — that of Professor Fallguy and the denial of his tenure bid. Each act opens with a scenario designed to provoke audience discussion and debate. Issues to be examined include — member vs. member disputes, duty of fair representation, and what language to watch for in settlement deals. It's all included in this year's conference, plus top notch legal advice.

CHÂTEAU LAURIER HOTEL · OTTAWA
JANUARY 29-31 · 1999

Sponsored by the Canadian Association of University Teachers

WWW.CAUT.CA INFORMATION 613.820.2270

BARGAINING IN BRIEF

St. Thomas Faculty Settle in Conciliation

On Oct. 28, 83 per cent of the full-time faculty at St. Thomas University in Fredericton turned out to vote on a new tentative agreement between FAUST and the university. The new agreement, which expires in June 1999, was ratified by a 70 per cent vote in favour of acceptance. Highlights of the settlement include the creation of a parity committee to discuss workload issues (prevalent throughout negotiations); a wage increase of 1.7 per cent in year one and 1.5 per cent in year two; an increase of about \$400 in professional development allowance; and a \$125 cash payment for each full-time member of the bargaining unit.

Negotiations had been ongoing for over a year. The employer was attempting to truncate workload provisions in the agreement, specifically those dealing with class size maximum and teaching/course load. The association requested the assistance of a conciliator who, in the final hours of the scheduled meetings, helped the parties reach a satisfactory agreement.

Faculty association president Dr. Gayle MacDonald says this round of bargaining served mainly to preserve the status quo rather than make substantial gains. "We are delighted to reach an agreement after such a long and arduous struggle, and one we can live with as faculty. We are well aware, however, that negotiations in the late 1990s have more to do with building better dams to stem the tide of managerial incursions into the working life of faculty, than they are about redirecting the river flow. We expect many of these issues to resurface in other ways, at future negotiating tables. However, it is now time to celebrate our victory. For the executive and the membership, I would like publicly to thank our chief negotiator, Piet Defraeye, and the members of the team over the past year Tom Good, Gary Hughes, Rebecca McKenna and Colm Kelly. The union makes us strong!"

The parties may be back at the bargaining table as early as February 1999. ■

Three-Year Agreement Reached at the University of Windsor

A three-year agreement expiring June 30, 2001 has been reached between the University of Windsor and the University of Windsor Faculty Association. Some of the highlights include a 2.5 per cent average yearly increase in each of the three years of the contract, small enhancements to the health benefits, and changes to the pension plan.

The following components affect the base salaries of full-time faculty, librarians and ancillary academic staff — minima for the ranks will increase by 2.5 per cent on July 1 each year of the contract; 1.5 per cent scale increase July 1 each year of the contract, and PTR increases that average 1.0 per cent of salary in each of the three years. PTR for 1998 - \$795; 1999 - \$810; and 2000 - \$830. Anomalies Fund — for faculty and librarians — \$70,000 with anomalies awards to be effective June 30, 2001. This fund is not restricted to gender-based anomalies. Course rates for sessional instructors will be increased by 2.5 per cent. The new full semester course rates — July 1, 1998: \$3,690; July 1, 1999: \$3,782; July 1, 2000: \$3,877. Hourly rates for sessional instructors will be increased by approximately 2.5 per cent. Salaries for sessional lecturers are increased by 3.125 per cent which is the percentage increase that the lowest paid faculty members will receive. The rate for overload courses has been increased to \$3,300.

Because of a surplus in the minimum guarantee portion of the pension plan, the pension contribution holiday has been extended and should continue for about three and a half years. Improvements to the pension plan have also been negotiated, including a change in the minimum guarantee formula from 1.35/2.0 to 1.45/2.0. The early retirement program consisting of a voluntary early retirement plan and a retirement allowance will continue with slight variations. ■

Mount Allison Faculty Association Applies for Conciliation

On Oct. 15 the Mount Allison Faculty Association Executive applied for conciliation. The collective agreement expired at the end of June and by Oct. 27 there had been thirty-one negotiating sessions. Key issues remain unresolved although the parties have managed to agree in principle on about half the articles in the collective agreement.

In this round of negotiations MAFA's priorities are to address issues relating to quality, equity, and respect. Issues that remain unresolved include appointments, parental leaves, early retirement, the use of official files, discipline, and salaries — all areas of conflict in administering the last collective agreement.

The university currently has a four-year proposal on the table offering a \$1,600 increase to each step in the scale in the first year of the agreement. Changes to the scales (either increases or decreases) for subsequent years would be negotiated at the beginning of each year of the agreement. The university claims it cannot plan for more than one year at a time because of uncertainties in provincial funding.

MAFA's current proposal is for increases to the salary scale of seven per cent in the first year, eight per cent in the second year, and five per cent in the third year. In the last two sets of negotiations (1992 and 1995) the faculty association made major concessions in salaries to help the university with its reported financial difficulties. However, in the last seven years, while the university has used operating surpluses to repair buildings, faculty salaries have fallen to near the bottom of the group of small universities in Canada. With each passing year the possibility of catching up to an average salary within this group becomes more difficult.

The university while agreeing there may be an impasse over salary refused to join the application for conciliation. The two sides continue to negotiate. If the conciliation process is unable to resolve the outstanding issues, MAFA will be in a position to take a strike vote.

Mount Allison feature supplied by Hans vanderLeest, past president of Mount Allison Faculty Association.

Going on sabbatical leave?

Buy your new Volvo at a favourable tax free price and take delivery in Europe.



VOLVO VILLA

Leader in Tourist and Diplomatic Sales.
212 Steeles Ave. West, Thornhill, ON L4J 1A1
905.886.8800 905.886.0081

Volvo overseas delivery offers a wide range of quality vehicles available for overseas purchase at extremely favourable prices.

Enjoy the convenience of your own Volvo overseas. It gives the freedom to see Europe your way. Take advantage of this opportunity and we'll take care of all the paper work.

Choose where you want your new Volvo to be delivered. Utilize the Volvo assistance Europe scheme and the "Volvo Home Shipment Program."

Enquire about our worldwide delivery program.

For information call Gord Allard.

1-888-TDS-5898

CAUT is now offering customized collective bargaining training for faculty associations.

Why? Will it really help at the table...

This training is addressed to individual associations (or to a group of associations in a specific region) wishing to learn or improve negotiation skills at the bargaining table. Now, an association can have its whole bargaining team provided with training which contributes to team building and team cohesiveness.

The cost? No need to break the bank...

Your association could provide on-site training to any number of individuals for the same average amount as it formerly cost to send two or three delegates to the training component of the summer collective bargaining conference. Assuming the training session runs for two days, total costs for the training should be around \$3,000.

Interested in Learning More About Collective Bargaining?



For information call:
613.820.2270

Join the Group!

Home & Auto Insurance Program

Call Toll free Canada-wide

1-800-263-4230

for a free no obligation quote

on your Home, Condominium, Tenants & Auto Insurance needs.



group@gan-canada.com www.gan-canada.com



Tracking the Feds on Education

CANADA'S LARGEST COALITION for public education, the Public Education Network, met in Montreal on October 26 to plan activities for 1999. At the top of its list is preparing a detailed report card on the federal government's record on educational matters.

"It is important for Canadians to realize what the federal government has been doing about education," said CAUT President Bill Graham. "The Public Education Network's yearly report card will cut through government rhetoric and tell Canadians the real story."

The report card will be prepared by the research departments of PEN's member organizations and will be released as part of a national public awareness campaign in 1999.

The Public Education Network was established in September, following a meeting of concerned organizations at the Council of Ministers of Education national forum in St. John's earlier in the year.

PEN brings together, for the first time, major student and teacher organizations in Canada and Quebec. Founding organizations include CAUT, the Canadian Federation of Students, the Fédération étudiante universitaire du Québec, the Fédération étudiante collégiale du Québec, the Canadian Teachers Federation, the Centre de l'enseignement du Québec, the Fédération québécoise des professeurs et professeurs d'université, the Canadian Labour Congress and the National Anti-Poverty Organization. ■

World Conference on Higher Education

FROM PAGE 1

ment, academic freedom and autonomy, and world peace.

But for some years now, the World Bank has been developing an agenda on higher education which they refer to as "the reform agenda." The key concepts of the agenda are: privatization, deregulation, and market orientation. Standing in the way of implementing this reform agenda to address the problems are, they make clear, the traditional university in general, and its faculty members in particular.

The thirteen member official Canadian delegation was led by Andrew Petter, B.C. Minister of Higher Education, and Pauline Marois, Quebec Minister of Education. It included government bureaucrats but no higher education administrators, faculty or students.

Delegates from CAUT, the Fédération québécoise des professeurs et professeurs d'université, and the Canadian Federation of Students were treated cordially by the official delegation but were relegated to guest status. We were disappointed that the official Canadian delegation did not vigorously defend the importance of public post-secondary education.

CAUT and FQPPU worked diligently with the national faculty associations from New Zealand, Australia, the United Kingdom, Ireland, France, Germany, Denmark, Sweden, Poland and the United States to amend the declaration and framework and to influence the debate on some of the key issues. We were greatly assisted by Education International to which most of our national counterpart associations belong.

This powerful international educational coalition, as well as having secured official delegate status, had obtained a rare seat on the fourteen member official drafting committee. This enabled us to get some of our amendments into the final draft of the declaration and framework.

But the World Bank's reform agenda still emerged from the conference alive and ready to go. Their *The Financing and Management of Higher Education: A Status Report on Worldwide Reforms*, written for the UNESCO conference, explains that the reform agenda "is oriented to the market rather than to public ownership or to governmental planning and regulation. Underlying the market orientation of tertiary education is the ascendance, almost worldwide, of market capitalism and the principles of neo-liberal economics."

Higher education, the World Bank argues, is a private — not a public — good whose problems are amenable to market solutions. That is, it is in limited supply, not demanded by all, and is available for a price. Also, the consumers (business and industry) are "reasonably well informed" while the providers (administrators and faculty) are "often ill informed — conditions which are ideal for market forces to operate." Financing the demand side means, in practice, (i) increasing tuition fees; (ii) charging full cost fees for room and board; (iii) means testing for all student loans; (iv) charging full market rates of interest on all loans; (v) improving collection of loans through private companies, and the introduction of a graduate tax; (vi) training faculty in entrepreneurship; (vii) selling

See CONFERENCE, Page 6

Justifying a New Federal Post-Secondary Education Fund

"WITHOUT THE FEDERAL government resuming its responsibilities, Canada's universities are in serious jeopardy," CAUT told the House of Commons Standing Committee on Finance in a pre-budget submission on Oct. 26.

CAUT pointed out the dramatic cut in federal government support for post-secondary education over the past five years. This funding cut has reduced accessibility and threatened quality, according to CAUT.

CAUT called on the federal government to restore funding to the 1993-94 level of \$2.5-billion through a new post-secondary education fund and accompanying postsecondary act that sets national standards to assure public administration, accessibility, academic freedom, mobility and research support.

Acknowledging that this proposal runs counter to the notion of social union being proposed by most of the provinces and tacitly accepted by the federal government, CAUT said that the federal role in setting social policy and national standards cannot be abandoned. It noted that this will require recognition of the special status of Quebec as a condition of restoring federal initiatives that are essential to prevent the irreparable damage to Canada's system of post-secondary education and social programs.

Focusing on decreasing accessibility, CAUT noted that tuition fees have increased by over 90 per cent since 1990, while the Consumer Price Index has risen only 16.7 per cent. This has helped push average student debt load to \$25,000, almost triple what it was nine years earlier.

Part-time student enrolment has dropped 21 per cent since

1991-92, as universities consolidate their declining resources to meet the needs of full-time students.

Funding cuts have worsened faculty-student ratios and have had a devastating effect on university libraries. In the *Association for Research Libraries* index, Canadian university libraries have fallen significantly in rankings relative to libraries at American universities.

Faculty salaries at Canada's largest universities have fallen in real dollar terms over the past seven years, and the number of faculty have declined significantly. Salaries for full professors at Canada's largest universities trail their American counterparts by 25 per cent. For associate professors, the difference is 14 per cent, and for assistant professors the difference is 22 per cent.

With a significant percentage of Canadian faculty reaching retirement age in the next ten years, and with a 23 per cent projected growth of the student-age population during the same period, the need for new faculty will rival that of the late 1960's and early 1970's. But Canadian universities will have a difficult time competing with American universities because salaries and research funding are so much lower here.

In addition to raising tuition fees, universities and governments have promoted stronger links with the private sector as an antidote to reduced public funding. CAUT warned that this posed a threat to universities. It noted the possibility of conflicts between corporate interests and research ethics — as dramatically demonstrated in the Dr. Nancy Olivieri case where the corporate sponsor of her research threatened legal action if she published her findings.

Equally troubling is the corporate focus on a narrow range of commercially viable applied research. As Dr. Stefan Dupré, President of the Canadian Institute of Advanced Research, noted in a recent speech to the Partnership Group for Science and Engineering, "Truly fundamental research, especially in the physical sciences, is currently a very hard sell in the executive suites of Canadian corporations."

CAUT argued that growing reliance of private funding poses difficulties for the general operation of universities. Focus is increasingly narrowed to fields that have "market value." Less support is available for academic work whose goal is promotion of values such as democracy, social justice, cultural diversity, academic freedom and critical inquiry.

Universities are shifting their attention to programs for which they can introduce very high fees and attract corporate-sponsored students. Research talents of university faculty are being "rented" to corporations for a fee — without considering the implications of turning faculty energy and students' learning to solving corporate problems.

The CAUT brief argued that reliance on private funding to replace diminishing public support will propel Canada toward a two-tiered university sector. The privileged tier will be a small number of large universities with wealthy alumni and strong corporate links. Most universities will be relegated to an increasing impoverished second tier. ■

Copies of the CAUT brief are available on the CAUT web site www.caup.ca or by writing CAUT at 2675 Queen'sview Drive, Ottawa, Ontario K2B 8K2.

LEGAL NOTES

Charting the Way for Research Ethics

A Simon Fraser University committee has recommended full compensation for Russel Ogden's legal expenses and lost wages in connection with his appearance before a 1994 coroner's inquiry. The committee also recommended the SFU administration offer Mr. Ogden an apology. Mr. Ogden, an M.A. student at the time, had braved a contempt of court charge to protect the confidentiality of his research sources and uphold broader principles of academic freedom. The committee also recommended the administration extend legal support and protection to graduate students engaged in university approved and supervised research.

Following the committee's recommendations, SFU has agreed to pay the roughly \$10,000 it cost Mr. Ogden to defend himself at the coroner's inquiry and to apologize to the former student of criminology. SFU President Jack Blaney has referred the third recommendation to the vice president academic for further consideration.

Meanwhile, controversy is building from the research ethics review committee's decision to require that potential research participants be informed that a court may compel disclosure of information they provide to researchers. Simon Fraser University Faculty Association is considering filing a policy grievance challenging the ethics review committee's decision. According to Association spokesperson Rick Coe, the new rule breaches the academic freedom provisions of the framework agreement and violates the committee's own policies. Opposition to the new requirement is growing in SFU's criminology department where faculty members maintain the disclosure provision is unethical. It exposes research participants to harm and compromises researchers' ability to protect confidential information. Concern over the issue is creating a serious backlog in the approval of research proposals within the department.

A SFU research ethics policy revision task force has been set up to resolve the controversy. Chaired by Professor Ellen Gee, the task force is mandated to prepare a revision of the existing research ethics policy and to advise on its use. The task force will consult with faculty, students, staff and funding agencies. Professor Gee says the task force's desire is to receive as much information from as many people as possible. The task force is expected to present its findings in March of 1999.

Jazairi Case Heads to Court of Appeal

Thirteen years ago Nuti Jazairi, a professor of economics at York University, was denied a promotion to full professor. Professor Jazairi believed the denial stemmed from his open support for the people of Palestine. After exhausting internal appeals at York, he filed a discrimination complaint with the Ontario Human Rights Commission.

Although the Commission agreed that Professor Jazairi had been treated unfairly, perhaps because of his political beliefs, it refused to hear the complaint. The Commission held that "creed," the ground of discrimination advanced by the professor, encompassed only religious, and not political, beliefs. The Divisional Court upheld this ruling.

Now Professor Jazairi has taken his long struggle to the Ontario Court of Appeal. The appeal could be heard as early as February or March 1999. Professor Jazairi will argue that the term "creed" includes political beliefs and that, in any event, the omission of explicit reference to "political beliefs" in the Ontario Human Rights Code contravenes the Canadian Charter of Rights and Freedoms.

Both York University Faculty Association and CAUT have obtained intervenor status in the appeal. "In the university setting where academic freedom is a paramount concern, a professor's political beliefs should have no bearing on his or her career prospects. We will fight to ensure they enshrine this fundamental principle in the Human Rights Code," said Professor Pat O'Neill, chair of CAUT's Academic Freedom and Tenure Committee.

More information can be found at: <http://www.yorku.ca/faculty/academic/nut/crappe.htm>.

Collèges francophones de l'Ontario : leur avenir en péril?

LES TROIS COLLÈGES DE LANGUE française en Ontario pourraient ne recevoir aucune aide financière du gouvernement fédéral pour l'exercice financier 1998-1999. La nouvelle a été annoncée pendant la diffusion de Panorama, l'émission d'information et d'affaires publiques de TFO (la télévision francophone de l'Ontario), le mercredi 14 octobre dernier. Trois invités directement touchés par cette annonce étaient en studio pour réagir et commenter cette décision gouvernementale qui risque de compromettre les programmes d'enseignement de leur établissement respectif.

Denis Hubert, vice-président de l'administration et des finances

de la Cité collégiale à Ottawa a affirmé «qu'avec le mécanisme de financement actuel, on ne peut pas arriver». Robert Mayrand, président du Collège des Grands Lacs, s'est dit inquiet «quant aux services qui ne seront plus donnés aux francophones de même que sur le retard que cela entraîne par rapport aux collèges de langue anglaise». Raymond Guindon, directeur de l'administration et des finances du Collège Béral à Sudbury, a déclaré pour sa part que «cette décision s'avère très sérieuse et probablement désastreuse pour Béral. Elle compromet notre croissance dans les années à venir».

Dans le cadre des programmes d'appui aux langues officielles de

Patrimoine Canada, les collèges francophones ontariens bénéficient d'un financement négocié au moyen d'une entente fédérale-provinciale pour l'enseignement dans la langue de la minorité.

Le financement est accordé en fonction du nombre d'inscriptions dans les différents programmes et sur la base de projets proposés par les gouvernements provinciaux et territoriaux.

Cette entente a pris fin en mars 1998 et fait présentement l'objet de négociations pour son renouvellement. Les trois collèges ont présenté une demande globale de 63 millions de dollars pour les cinq prochaines années. ■

Censured Administrations in the United States

INVESTIGATIONS BY THE AMERICAN Association of University Professors of the administrations of the institutions listed below show that, as evidenced by a past violation, they are not observing the generally recognized principles of academic freedom and tenure endorsed by this Association, the Association of American Colleges and Universities, and more than 150 other professional and educational organizations. The 1940 *Statement of Principles on Academic Freedom and Tenure* may be found in the May-June 1990 issue of *Academy*.

This list is published for the purpose of informing Association members, the profession at large, and the public that unsatisfactory conditions of academic freedom and tenure have been found to prevail at these institutions. Names are placed on or removed from this censure list by vote of the Association's Annual Meeting.

AALP

Placing the name of an institution on this list does not mean that censure is visited either upon the whole of the institution or upon the faculty, but specifically upon its present administration. The term "administration" includes the administrative officers and the governing board of the institution. This censure does not affect the eligibility of nonmembers for membership in the Association, nor does it affect the individual rights of members at the institution in question.

Members of the Association have often considered it to be their duty, in order to indicate their support of the principles violated, to refrain from accepting appointments to an institution so long as it

remains on the censure list. Since circumstances differ widely from case to case, the Association does not assert that such an unqualified obligation exists for its members; it does urge that, before accepting appointments, they seek information on present conditions of academic freedom and tenure from AAUP (500-1012 14th St. N.W., Washington, D.C. 20005-3465) and prospective departmental colleagues. The Association leaves it to the discretion of the individual, possessed of the facts, to make the proper decision.

The censured administrations, with dates of censuring, are listed below. Reports were published as indicated by the *Bulletin* or *Academy* citations following each listing. Reference should also be made to "Developments Relating to Censure by the Association" and to the "Report of Committee A" each of which appears annually in *Academy*. ■

AAUP List of Censured Administrations

GROVE CITY COLLEGE PENNSYLVANIA	March 1963(15-24)	1963
AMARILLO COLLEGE TEXAS	September 1967(292-302)	1968
FRANK PHILLIPS COLLEGE TEXAS	December 1968(433-38)	1969
VIRGINIA COMMUNITY COLLEGE SYSTEM	April 1975(30-38)	1975
CONCORDIA SEMINARY MISSOURI	April 1975(49-59)	1975
HOUSTON BAPTIST UNIVERSITY	April 1975(60-64)	1975
MURRAY STATE UNIVERSITY KENTUCKY	December 1975(322-28)	1976
BLINN COLLEGE TEXAS	April 1976(83-94)	1976
UNIVERSITY OF OSTEOPATHIC MEDICINE AND HEALTH SCIENCES IOWA	April 1977(82-87)	1977
STATE UNIVERSITY OF NEW YORK	August 1977(237-60)	1978
PHILLIPS COUNTY COMMUNITY COLLEGE ARKANSAS	May 1978(93-98)	1978
WINGATE COLLEGE NORTH CAROLINA	May 1979(240-50)	1979
OLIVET COLLEGE MICHIGAN	April 1980(140-50)	1980
NICHOLS COLLEGE MASSACHUSETTS	May 1980(207-12)	1980
YESHIVA UNIVERSITY NEW YORK	August 1981(186-95)	1982
AMERICAN INTERNATIONAL COLLEGE MASSACHUSETTS	May-June 1983(42-46)	1983
ILLINOIS COLLEGE OF OPTOMETRY	November-December 1982(17a-23a)	1984
METROPOLITAN COMMUNITY COLLEGES MISSOURI	March-April 1984(23a-32a)	1984
WESTMINSTER COLLEGE OF SALT LAKE CITY	November-December 1984(1a-10a)	1985
SOUTHWESTERN ADVENTIST COLLEGE TEXAS	January-February 1985(1a-9a)	1985
TALLADEGA COLLEGE ALABAMA	May-June 1986(6a-14a)	1986
SOUTHERN NAZARENE UNIVERSITY OKLAHOMA	November-December 1986(7a-11a)	1987
THE CATHOLIC UNIVERSITY OF PUERTO RICO	May-June 1987(33-38)	1987
HUSSON COLLEGE MASSACHUSETTS	May-June 1987(45-50)	1987
HILLSDALE COLLEGE MICHIGAN	May-June 1988(29-33)	1988
UNIVERSITY OF JUDAISM CALIFORNIA	May-June 1988(34-40)	1988
MARYLAND INSTITUTE COLLEGE OF ART	May-June 1988(49-54)	1988
SOUTHEASTERN BAPTIST	May-June 1989(35-45)	1989
THEOLOGICAL SEMINARY NORTH CAROLINA	May-June 1989(46-56)	1989
ALABAMA STATE UNIVERSITY	May-June 1989(57-67)	1989
CONCORDIA THEOLOGICAL SEMINARY INDIANA	September-October 1989(27-40)	1990
THE CATHOLIC UNIVERSITY OF AMERICA	November-December 1989(34-40)	1990
SAINT LEO COLLEGE FLORIDA	May-June 1990(49-56)	1990
NEW YORK UNIVERSITY	May-June 1991(27-32)	1992
DEAN JUNIOR COLLEGE MASSACHUSETTS	May-June 1992(24-36)	1992
WESLEY COLLEGE DELAWARE	May-June 1992(37-41)	1992
BALTIMORE CITY COMMUNITY COLLEGE	May-June 1992(42-49)	1992
LOMA LIMA UNIVERSITY CALIFORNIA	May-June 1993(46-53)	1993
CLARKSON COLLEGE NEBRASKA	May-June 1993(54-64)	1993
NORTH GREENVILLE COLLEGE SOUTH CAROLINA	May-June 1993(65-70)	1993
SAVANNAH COLLEGE OF ART AND DESIGN	May-June 1994(37-46)	1994
UNIVERSITY OF BRIDGEPORT	September-October 1994(73-79)	1995
BENEDICT COLLEGE SOUTH CAROLINA	March-April 1995(91-103)	1995
NYACK COLLEGE NEW YORK	May-June 1995(32-39)	1995
BENNINGTON COLLEGE	May-June 1995(40-50)	1995
ALASKA PACIFIC UNIVERSITY	May-June 1995(51-56)	1995
ESSEX COMMUNITY COLLEGE MARYLAND	July-August 1995(65-73)	1996
STEVENS INSTITUTE OF TECHNOLOGY NEW JERSEY	November-December 1995(40-51)	1996
ST. BONAVENTURE UNIVERSITY NEW YORK	May-June 1996(41-46)	1996
UNIVERSITY OF SOUTHERN CALIFORNIA	July-August 1996(51-60)	1997
GARLAND COUNTY COMMUNITY COLLEGE ARKANSAS	May-June 1997(53-58)	1997
SAINT MIRNA SCHOOL OF THEOLOGY INDIANA	September-October 1997(52-71)	1998
MINNEAPOLIS COLLEGE OF ART AND DESIGN	May-June 1998(46-55)	1998
BRIGHAM YOUNG UNIVERSITY	May-June 1998(56-62)	1998
UNIVERSITY OF THE DISTRICT OF COLUMBIA		
LAWRENCE TECHNOLOGICAL UNIVERSITY		

World Conference on Higher Education

FROM PAGE 4

research and courses; and (viii) increasing the number of private educational institutions with full cost tuition. The goal is to make higher education completely self-financing.

The reform agenda also demands that decision making power in higher education should be wrested away from governments and institutions and vested in the clients (students) and customers (business and industry) and the public. The World Bank believes that government financing of higher education combined with institutional accountability to government is responsible in large measure for the survival of traditional, elitist, self-serving education which is unresponsive to the real needs of the (unregulated) global economy. Hence the need for budget reform.

The reform agenda wants an end to "negotiated budgeting" in which governments fund institutions on the basis of such traditional items as enrollment and reputation. That should give way to "performance budgeting" in which whatever public support remains is tied to demonstrated results based on consumer determined output indicators. In this way institutional managers will be forced to make the difficult decisions they are now avoiding, i.e. to reallocate resources in response to client and customer needs. And institutions will be forced into differentiation, ending the "isomorphic repetition" of the traditional classical or research university.

The World Bank believes that the public sector is hopelessly inefficient and unresponsive and unwilling, or unable, to undertake

reform for higher education. Institutional managers must be forced to account for their market position, cash flow, product diversification, and progress in creating corporate partnerships. They must also be forced to do a better job of personnel management and control. As one of the speakers from the official Australian delegation openly proclaimed, "the real problem with higher education globally is the faculty."

The World Bank believes that faculty have too much power in higher education and administrators have too little incentive to control them. Faculty power has its sources in control of the curriculum (unrelated to the needs of the global economy), shared or collegial governance, unionism and, of course, academic freedom and tenure.

The goal is to force faculty to give up their power and become more entrepreneurial, as the World Bank's status report reveals: "Radical change, or restructuring, of an institution of higher education means either fewer and/or different faculty, professional staff, and support workers. This means layoffs, forced early retirements, or major retraining and reassigned, as in: the closure of inefficient or ineffective institutions; the merger of quality institutions that merely lack a critical mass of operations to make them cost-effective; and the radical alteration of the mission and production function of an institution — which means radically altering who the faculty are, how they behave, the way they are organized, and the way they work and are compensated." ■

Details of the threat to academic freedom arising out of the UNESCO conference will be in the December *Bulletin*.

University Dispute Resolution Preventing and Resolving Disputes in a University Setting

An advanced clinic for decision makers

June 21-25, 1999 • University of Victoria

This intensive clinic is especially designed to develop strategies for addressing key issues affecting academic and administrative decision makers: equity, power, diversity, financial stress, and change.

Deans, directors, chairs, and senior administrators will gain an understanding of dispute resolution concepts and skills applicable to a university setting. They will also be invited to bring examples and scenarios from their universities for analysis.

Fees: \$2,995 includes tuition, materials, accommodation for five nights, all meals, and refreshments at University of Victoria's residential training centre, Dunsmuir Lodge. Enrollment limited.

This is a collaborative professional development project by the Institute for Dispute Resolution, the Division of Continuing Studies, and the Faculty of Law at the University of Victoria.

Contact IDR: phone (250) 721-8777 • fax (250) 721-6607
e-mail: uvicdr@uvic.ca • www.uvcs.uvic.ca/artsci/resolve/



UNIVERSITY OF VICTORIA

Manitoba Settles

WITH A STRIKE DEADLINE just hours away, the University of Manitoba Faculty Association reached a tentative agreement on Sunday, Nov. 8.

The three-year agreement made significant gains on a number of issues — performance indicators, education technologies, replacement of faculty who leave or retire, and performance evaluations — according to UMFA chief negotiator, Robert Chernomas. "We learned the lesson that when we stood together on issues, we won."

In response to concerns about performance indicators mandated by the provincial government, the faculty won the guarantee that no academic jobs would be lost as a result of the university's use of any performance indicators.

The agreement gives faculty the right to choose whether or not to use various education technologies and to be protected against any

job loss that could otherwise result from such technologies.

To ensure renewal of the university, the faculty won a commitment that as long as the university can maintain its budget at current levels, it will fully replace all faculty and staff that leave or retire.

Language was added that ensures faculty access to grievance rights and due process procedures in all performance evaluations.

On the thorny issue of the employer's demand for mandatory retirement, the faculty were able to ensure continuation of the right to teach after age 70, on a half-time basis.

The agreement also provides a payment of \$740 in the first year and 1% and 2% in the next two years, as well as restoration of career progress increments and improvements in funds for travel and professional development. ■

Strike Forestalled at BC's Colleges

AN AGREEMENT REACHED ON Oct. 23 headed off a threatened strike at BC colleges, universities, poly-colleges and institutes. About 8,000 educators — members of the College Institute Educators' Association and the BC Government and Service Employees' Union — had been scheduled to begin strike action at 6:00 a.m. on Oct. 23. A strike would have affected an estimated 80,000 students.

"It has been an unusually long session of bargaining, with progress coming extremely slowly over the last eight months," said Ed Lavalle,

President of CIEA. "I am very proud of the work our joint bargaining committee has done to bring about this tentative settlement."

The three-year agreement includes new job security language, improved health and welfare benefits, protection against contracting out, and a process to convert sessional or part-time educators to regular status. Total compensation increases fall within the government's 0-0-2 wage guidelines.

The agreement is subject to ratification by the membership of the two unions. ■

On the Case:

EXPLORATIONS IN SOCIAL HISTORY

Edited by
Franca Iacovetta
and Wendy
Mitchinson

PAPER \$29.95



A timely contribution to current scholarship in social history and related fields. Case titles have become an essential source for scholars developing new fields, and have helped to reinvigorate more established areas of study. This is the first forum to debate the merits and pitfalls of such an approach.

"It would be impossible for one writer alone to provide such a broad picture of the case reports available to social historians. In choosing to edit rather than expound, Mitchinson and Iacovetta have been able to model social historians doing this sort of work, thereby making apparent the value of the case reports as a resource."

Janice Dickin

UNIVERSITY OF TORONTO PRESS

PHONE: 1-800-565-9523 / FAX: 1-800-221-9985
WWW.UTPRESS.UTORONTO.CA

NEWSLINE

Sick Kids Hospital Sets Up Inquiry into Drug Study

The Hospital for Sick Children has agreed to a three-person committee of inquiry into the Dr. Nancy Olivieri case. Apotex Inc. withdrew Dr. Olivieri's research funding and threatened her with legal action when she wanted to publish findings critical of a new drug developed by the pharmaceutical company. Previously the hospital had announced the appointment of Dr. Arnold Naimark, former president of the University of Manitoba, as the sole investigator to conduct the inquiry. Dr. Olivieri and other concerned researchers, alleging a conflict of interest, demanded that the hospital set up an independent inquiry by at least three investigators. Bowing to mounting pressure, the hospital announced on Oct. 20 that two more members would be added to the panel. The two individuals, yet to be named at press time, will be chosen by Dr. Naimark. The report from the committee of inquiry is due by Nov. 30. ■

Join the White Ribbon Campaign at CAUT Council

Dec. 6, 1998 marks the ninth anniversary of the massacre of 14 women at Montreal's École Polytechnique. The White Ribbon Campaign provides an opportunity for all Canadians, especially men, to make a personal, public declaration against violence against women by wearing a white ribbon during the annual awareness campaign. White ribbons will be available for delegates attending CAUT Council on Nov. 20-22, 1998. ■

CAUT Working Jointly on Copyright Regulations

CAUT has joined forces with a number of associations to provide common input to the federal government on the new copyright regulations. The regulations have been drafted by Heritage Canada and Industry Canada as an outcome of the Phase II changes to the Canadian Copyright Act. CAUT is working with the Canadian Library Association, the Association of Universities and Colleges of Canada, the National Library of Canada, the Association of Canadian Community Colleges, the Canadian Association of Law Libraries, the Canadian Association of Research Libraries, the Canadian Museums Association, the Archival Community Copyright Committee, and l'Association pour l'avancement des sciences et des techniques de la documentation. ■

UVic Appears Before Labour Relations Board

On Oct. 13-15 the University of Victoria Faculty Association appeared before the B.C. Labour Relations Board to present, through its lawyer, arguments on three issues: Is the faculty association a "trade union" (as defined by the B.C. Labour Relations Code)? Does a "collective agreement" exist? Has the faculty association been voluntarily recognized by the university as the exclusive bargaining agent for faculty, librarians and sessionals at UVic? Faculty association lawyer John Rogers argued that, viewed objectively under the statute, the faculty association met all the requirements of a trade union. Also, that the agreements between the association and the university met the objective test for a collective agreement. The university, which could well have simply stood back and taken no position on these issues, decided instead to oppose the faculty association's arguments before the Board. At the hearing, the university's lawyer advanced the view that the faculty association was not a trade union because: i) it had never regarded itself as one; ii) the university had never regarded it as one, and; iii) it does not meet the strict criterion of independence from employer domination that defines a trade union. In its initial statement of evidence, the university took the disturbing position that the major document that governs the careers of academics at the university, the *Tenure Document*, was merely a statement of policy issued by the board of governors and could be unilaterally abridged or changed by the board whenever it so desired. By implication they declared, among other things, that there is no tenure at the university. The Labour Relations Board reserved judgment.

UVic feature supplied by Rod Symington, Chief Negotiator, UVicFA Framework Agreement Team and UVicFA Personnel Advisor.

The MORTGAGE Centre

Never before have CAUT members had such power! Now you can sit back and let Canada's leading lenders compete for the opportunity to fund your mortgage.

Mortgage Rates*

6 month	6.10
1 year	5.65
2 year	5.90
3 year	6.10
4 year	6.25
5 year	6.40
10 year	6.69



The Mortgage Market is made up of Canada's most innovative leading lenders.

- Toronto Dominion Bank
- Bank of Montreal
- SunLife Trust
- National Bank of Canada
- CIBC
- FirstLine Trust
- Hong Kong Bank of Canada
- plus many others ...

Contact Us Today!
TEL 1.888.216.7770
FAX 1.888.216.7771
WEB www.cauf.ca/mortgage_centre/
EMAIL mtgcntr@concentric.net

*Mortgage rates as of Nov 10/98. These rates are subject to change without notice. 6 month rate is convertible. All yearly rates are closed.

Est-ce que l'éducation publique existera au 21^e siècle?

SUITE DE LA PAGE 1

La Banque mondiale et ses alliés ont relégué au second plan le programme initial de l'UNESCO, dont l'élaboration s'est étalée sur plusieurs années à l'occasion de diverses conférences à travers le monde, ainsi que le travail de son impressionnant directeur général, M. Federico Mayor.

Les problèmes dont il fallait traiter portaient sur les finances, l'accès, l'équité, la qualité et la pertinence, l'éducation continue, l'aptitude au travail des diplômés, la technologie, la participation des entreprises et de l'industrie, le perfectionnement du personnel, la liberté universitaire et l'autonomie, et la paix dans le monde.

Toujours, depuis quelques années, la Banque mondiale a mis au point un plan d'action sur l'enseignement supérieur appelé le plan de réforme. Les thèmes principaux de ce plan sont la privatisation, la déréglementation et l'orientation du marché. La Banque mondiale a clairement fait comprendre que l'université traditionnelle en général et ses professeurs en particulier gênaient la mise en œuvre de son plan de réforme qui traite de ces questions.

Andrew Petter, ministre de l'enseignement supérieur de la Colombie-Britannique, et Pauline Marois, ministre de l'Éducation du Québec, étaient à la tête de la délégation canadienne, soit le treizième membre officiel. Cette délégation comptait des bureaucraties gouvernementales mais aucun administrateur, professeur ou étudiant du secteur postsecondaire.

La délégation officielle a traité cordialement les délégués de l'ACPPU, de la Fédération québécoise des professeures et professeurs d'université (FQPPU) et de la Fédération canadienne des étudiantes et étudiants (FCEE) qui ont cependant été relégués au rang des ONG ou au statut d'invités. Nous avons été déçus que la délégation officielle du Canada n'ait pas défendu vigoureusement l'importance de l'enseignement postsecondaire public.

L'ACPPU et la FQPPU ont collaboré assidûment avec les associations de la Nouvelle-Zélande, de l'Australie, du Royaume-Uni, de l'Irlande, de la France, de l'Allemagne, du Danemark, de la Suède, de la Pologne et des États-Unis pour modifier la déclaration et le cadre d'action et pour influencer le débat sur certains dossiers importants, notamment la liberté universitaire. L'internationalisation de l'éducation, dont la plupart des associations nationales sont membres, nous a été d'une grande aide.

Cette puissante coalition internationale du milieu de l'éducation a réussi à obtenir le statut de délégué officiel ainsi qu'un rare siège au sein du comité officiel de rédaction composé de quatorze membres. Nous avons ainsi pu faire intégrer à l'ébauche finale de la déclaration et du cadre d'action quelques unes de nos modifications.

Le plan de réforme de la Banque mondiale a toutefois survécu à

la conférence mondiale, prêt à être mis en œuvre. Le document de la Banque mondiale, intitulé *The Financing and Management of higher Education: A Status Report on Worldwide Reforms*, rédigé spécialement pour la conférence de l'UNESCO, explique que le plan de réforme est axé sur le marché plutôt que sur la propriété publique ou la planification et les règlements gouvernementaux. L'influence presque mondiale du capitalisme de marché et des principes de l'économie néolibérale sont sous-jacents à l'orientation du marché de l'éducation tertiaire.

Selon la Banque mondiale, l'enseignement supérieur est un bien privé et non pas un bien public. Elle estime par ailleurs que l'on peut résoudre ses problèmes avec des solutions applicables au marché car ce bien est en quantité limitée, n'est pas demandé par tout le monde et n'est pas gratuit. De plus, les consommateurs, en l'occurrence l'entreprise et l'industrie, sont «raisonnablement bien informés» tandis que les fournisseurs, soit les administrateurs et les professeurs, sont souvent «mal informés». Ces conditions sont idéales pour faire fonctionner les forces du marché.

Pour financer la demande, en pratique, il faudra augmenter les frais de scolarité. Il faudra également imposer le tarif intégral pour l'hébergement et la pension, justifier les prêts d'études en se fondant sur les moyens, imposer la pleine valeur des taux d'intérêts à tous les prêts d'études, améliorer la perception des prêts par l'entremise de com-

agnes privées et imposer les diplômes, former des professeurs en entreprenariat, vendre des recherches et des cours, et augmenter le nombre d'établissements d'enseignement privé exigeant des frais de scolarité au prix de revient complet. L'exercice vise à ce que l'enseignement supérieur s'auto-finance complètement.

Le plan de réforme exige également que les gouvernements et les établissements soient débarrassés de leur pouvoir de décision qui devrait être confié aux clients (les étudiants, l'entreprise et l'industrie) et au public.

La Banque mondiale estime que le financement de l'enseignement supérieur par le gouvernement, allié à l'obligation de rendre compte des établissements au gouvernement, est largement responsable de la survie d'une éducation traditionnelle, élitiste et égoïste, une éducation qui est insensible aux besoins vérifiables de l'économie mondiale (non contrôlée). Ce qui explique, par conséquent, le besoin d'une réforme budgétaire.

Le plan de réforme veut mettre un terme à la «budgetisation négociée» par laquelle les gouvernements financent les établissements en fonction de critères traditionnels comme le nombre d'étudiants inscrits et la réputation. Cette vision devrait paver la voie à une «abrogation de rendements» par laquelle le soutien public, quel qu'il soit, demeure lié aux résultats consolidés qui sont fonction d'indicateurs de dépenses déterminés par les consommateurs. De cette façon,

les gestionnaires d'université seront contraints de prendre les décisions difficiles qu'ils évitent de prendre à l'heure actuelle, soit la réaffectation des ressources pour répondre aux besoins des clients. Les établissements d'enseignement supérieur devront alors accepter la différenciation, et mettre ainsi un terme à la «répétition isomorphe» de l'université traditionnelle ou à vocation de recherches.

Selon la Banque mondiale, le secteur public est désespérément inefficace, insensible et peu disposé, ou inapte, à réformer les orientations de l'enseignement supérieur. Il faut obliger les administrateurs des établissements d'enseignement à rendre compte de leur position sur les marchés, des rentrées de fonds, de la diversification des produits et des progrès accomplis dans la création de partenariats avec le secteur privé. Il faut également les contraindre à mieux gérer et diriger leur personnel. L'un des porte-parole de la délégation officielle de l'Australie a déclaré ouvertement que le véritable problème de l'enseignement supérieur était le corps professoral en général.

La Banque mondiale estime que les professeurs disposent de trop de pouvoir et que les administrateurs reçoivent trop peu d'encouragement à les combattre. Les professeurs exercent leur pouvoir en ayant la main haute sur le programme d'études (sans rapport avec les besoins de l'économie mondiale), grâce au partage ou à la collégialité de la direction, au syndicalisme et, bien entendu, à la liberté universitaire et à la permanence.

L'objectif est de forcer les professeurs à renoncer à leur pouvoir et à devenir davantage des entrepreneurs. Le rapport de la Banque mondiale révèle en effet que les changements radicaux apportés à un établissement d'enseignement supérieur ou sa réforme se traduisent soit par un nombre moins élevé de professeurs, de personnel professionnel et de personnel de soutien ou par des effectifs différents. Ces changements entraînent par conséquent des licenciements, des retraites anticipées forcées ou des réaffectations et du recyclage considérables comme dans le cas des fermetures d'établissements inefficaces, du fusionnement d'établissements de qualité qui ne possèdent pas de masse critique de fonctionnement pour être rentables, et de la modification draconienne de la mission et de la fonction de production d'un établissement. Ce faisant, et toujours selon le rapport de la Banque mondiale, on modifie carrément ce que sont les professeurs, leur comportement, leur manière de s'organiser, leur méthode de travail et leur rémunération. ■

CIDA Awards Program for Canadians

APPLICATION DEADLINE: FEBRUARY 1, 1999

The CIDA Awards Program is for Canadian citizens and permanent residents who wish to participate in international development through a project of their own initiative. The project is to be carried out in collaboration with an organization in a country eligible under Canada's Official Development Assistance (ODA) Program and must address a specific field of endeavor within CIDA's Aid Policy.

The program offers awards of up to \$10,000 each in three categories:

- **Innovative Research Awards** — for Master's level students to undertake field research related to their thesis or program;
- **Professional Leadership Awards** — for individuals with professional experience who wish to undertake a research or service project in international development.
- **International Enterprise Cooperation Awards** — for MBA students to undertake an international internship or an internship combined with a semester of study in a developing country.

The program is offered by the Canadian International Development Agency (CIDA) and administered by the Canadian Bureau for International Education (CBIE). Please direct inquiries to:

CBIE, Canadian Awards Division
220 Laurier Avenue W, Suite 1100
Ottawa, Ontario K1P 5Z9
Tel.: (613) 237-4820, ext. 234
E-mail: Flepage@cbie.ca
Website: <http://www.cbie.ca>



CBIE
Canadian Bureau for
International Education

BCEI
Bureau canadien de
l'éducation internationale

The Canadian International Development Agency (CIDA)



ACDI . Agence canadienne de
développement international

Les menaces à la liberté universitaire qui se sont posées à la conférence de l'UNESCO seront détaillées dans le prochain numéro.



Academic Freedom Recurring Theme in Murder Mystery

An Instance of the Fingerpost

Iain Pears, *London: Jonathan Cape*, 1997; pp. 698; hardcover \$35 CA.

BY BILL BRUNEAU

SOME BULLETIN READERS WILL know Iain Pears as an art historian, television consultant and journalist on both sides of the Atlantic, invertebrate writer of opinion pieces for the better English weeklies and dailies, and author of a half-dozen well-received detective novels. His recent fiction includes best-selling stories of art fraud in Italy (*Giotto's Hand*). But in *An Instance of the Fingerpost*, Pears draws together the strands of his experience and knowledge, including that he has acquired from living many years in Oxford.

The result is an old-fashioned murder mystery, a clever novel, but not a great one. But never mind, although this is the sort of book that we might forget in a couple of years, it is a compulsive page-turner. It is a fine holiday read, and is recommended on that ground.

A thorough and creative study of personality and character it is not, nor does it add much to our grasp of love, life, or human experience writ large. It does, however, touch on themes and questions that worry university and college teachers today as much as ever — the problem of academic freedom, and the question what is "final" or "ultimate" truth.

In *Fingerpost*, a young historian, Anthony Wood, learns wisdom the hard way, much as Goethe's *Wilhelm Meister* had to do.

Set in 1660s Oxford, the chief actors of *Fingerpost* are academics and scientists (John Locke and Robert Boyle among them), politicians and gentlefolk, mystics and religious zealots, and a very few courageous skeptics.

The book comprises four narratives, each by a participant in the events surrounding the death of Robert Grove, Fellow of New College, Oxford. (Grove was, in historical fact, a fellow of New College who died in 1663.)

In *Fingerpost*, Grove dies poisoned (but not necessarily murdered) in his New College rooms. He had just finished a particularly ghastly meal in "a vast and draughty hall."

The first narrator, an Italian with medical training who turns out to be a spy and murderer (although not of Grove), describes the meal: "As the food is scarcely fit for animals, I suppose it is not surprising that they [Fellows] behave like beasts. They eat off wooden platters, and in the middle of the tables

are vast wooden bowls into which they toss the bones, when they do not throw them at one another. I ended up with food plattered over me from Fellows ... spraying each other with bits of gristle and half-masticated bread" (p.71) Grove must have been imbibing to the point of unconsciousness, the Italian thinks, in hopes the memory of his College dinner would by that be dimmed.

Tragically, the wine was full of arsenic.

The Italian, Marco da Cola, is a fictional character, an amalgam of several persons who might very well have passed through Oxford and London at the time. His commonsensical and empirical view of medicine, like that of Boyle, sits in stark contrast to the ordinary beliefs of even the best-educated persons of the time, and the bleak conditions in which most people lived. But of course, Pears is leading us on; Cola's stylish prose is a cover, and the next narrator, Jack Prescott, begins to show just how dangerous a man Cola could be.

Prescott's family is a victim of the recent Civil War, and this young student is determined to restore the family's good name. In doing so, Prescott threatens a member of the English elite with death, and comes near to execution for his mad act. To him, the relations among the actors identified in Cola's narrative are those of raw power, endless intrigue, and brute self-interest.

In Prescott's narrative, we are introduced to the character of Sarah Blundy, loveable and mysterious, and thus to a thread that takes us through the remaining narratives — the next by yet another Oxford college fellow, and the last by Anthony Wood, perhaps the greatest antiquity and Oxford University historian there ever was.

Wood, like several of Pears's people, was an historical figure, the author of *Athenae Oxoniensis* (1691), and dreadfully unsociable and rancorous in the last thirty years of his life. In *Fingerpost*, his doomed love affair with the previously mentioned Sarah Blundy explains his hermit-like habits. But his "job" in the novel is to make a persuasive accounting of the three inconsistent narratives that precede his.

As a practicing historian, I am pleased Iain Pears chose Wood to

provide an argument for one possible truth. But it is alarming to read *Fingerpost*, and to see how a very persuasive case is made of each narrative. I was thoroughly taken in, for instance, by the Prescott narrative — only to learn at the end that Prescott wrote his story in Bedlam, the well-known insane asylum.

The novel's title appears in a quotation at the opening of the Anthony

Wood narrative, and is drawn from Francis Bacon's *Nova Organon*:

"When in a Search of any Nature the Understanding stands suspended, then Instances of the Fingerpost shew the true and inviolable Way in which the Question is to be decided."

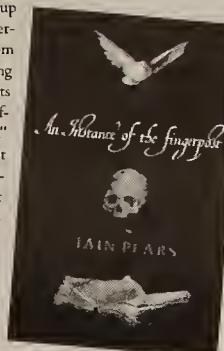
A "fingerpost" usually means a road sign that points the way to a desired place. The three opening narratives of the novel, together act as a fingerpost to Anthony Wood. Wood's calm and commonsensical inferences reveal the most satisfactory truth of all (satisfactory for the moment, at any rate).

There is, Pears would probably say, no final truth. But there are in the world of science, just as in the social world, worthy and defensible positions that deserve our strong commitment. Thus, Peat's book is an argument against the excesses of epistemological relativism.

The book is also a must-read for anyone wanting to understand the psychological and social forces that most threaten academic freedom and free inquiry.

In a still broader sense, the novel touches an old controversy, the problem of the two cultures (to quote C. P. Snow). In the last gasp of the century, we confront the fruits of information science and high technology — and are not entirely prepared. Snow would have wanted us to remember the crucial importance of the arts and humanities at a moment like this; so would Pears. Both of them would insist that without the courage to ask difficult questions, and without the necessary conditions of free inquiry, we may find ourselves even worse off than, say, the more hapless of Pears's 17th-century devotees of science. ■

(Bill Bruneau is with the department of educational studies at the University of British Columbia and past president of CAUT.)



LIVRES EN BREF

Les carrières du collégial

Montréal, *Les Éditions Ma Carrrière*, 1998, 420 p., 11,95 \$ CAN (broché)

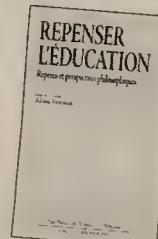
Ce guide renseigne de façon détaillée sur les emplois qui attendent les diplômés de 140 programmes de formation technique. Pour chaque profession, il recense le rôle et les tâches, les qualités recherchées, les horaires et les milieux de travail, les défis et les perspectives ainsi que les intérêts et les aptitudes. Les renseignements sont tirés des enquêtes *Relance* sur le placement des finissants au cours des trois dernières années. De plus, une tournée des services de placement des cégeps a permis de prendre le pouls actuel de la situation du marché du travail en formation technique. En outre, le guide propose les salaires moyens de départ, le taux d'emploi lié aux études, les préalables d'inscription et les programmes en alternance travail-études.



Croissance de l'enfant et l'école primaire

Sous la direction de Jean Caudreau, en collaboration avec Michèle Aubin, Boucherville, *Gaétan Morin éditeur*, 1998, 272 p., 38 \$ CAN (broché)

Ce livre s'adresse à tous ceux que l'enfant et l'école intéressent. Même si les étudiants en sciences de l'éducation y trouvent matière à réflexion sur les conditions d'un bon développement de l'enfant, ce n'est ni un manuel de psychologie de l'enfant ni une série de recettes pédagogiques. Il s'agit plutôt d'un ouvrage d'introduction à la psychopédagogie du cours primaire, une psychopédagogie de la rencontre entre l'enfant et ses maîtres, entre l'apprentissage et l'enseignement. Pour les auteurs de ce livre, la croissance globale de l'enfant ne saurait se comprendre et se décrire qu'en fonction d'un contexte où, plus précisément, des contextes environnementaux de croissance. L'enfant ne peut se développer que sous l'action simultanée et combinée de nombreux déterminants. Le livre est le fruit d'une étroite collaboration entre des professeurs et des chargés de cours d'universités, des psychologues de l'enfance, une enseignante du primaire, une orthopédagogue et des étudiantes en maîtrise et au doctorat.



Repenser l'éducation : Repères et perspectives philosophiques

Sous la direction de Aline Groulx, Ottawa, *Les Presses de l'Université d'Ottawa*, 1998, 251 p., 28 \$ CAN (broché)

Dans la tourmente actuelle des révisions de programmes et des restructurations de toutes sortes que connaît le monde de l'éducation, ce livre rappelle l'importance de certaines questions intemporelles. Cet ouvrage offre, comme points de repère, certains principes fondamentaux pour la pensée et la pratique pédagogiques. Au-delà des exigences de l'utilité et de l'efficacité, les auteurs ouvrent, comme perspectives, l'ensemble des conditions et des possibilités de l'accomplissement humain. Les textes qui forment cet ouvrage s'inscrivent dans une même trame, une réflexion à contre-courant du discours techniciste. C'est pourquoi les auteurs de ce collectif auront réalisé leur projet dans la mesure où ils auront offert à penser et à repenser un certain nombre d'éléments qui pourraient entrer dans un travail de collaboration : celui d'élaborer pour notre temps une philosophie de l'éducation.

Les comptes rendus ci-dessus sont rédigés à partir d'informations fournies par les éditeurs.

INDEX

ACADEMIC SKILLS
ANTHROPOLOGY
ANTHROPOLOGY & CLASSICAL STUDIES
BIODIVERSITY
BIOLOGICAL SCIENCES
BIOLOGY
BUSINESS
BUSINESS & ECONOMICS
CELL BIOLOGY & ANATOMY
CHEMISTRY
CHINESE STUDIES
CLASSICS
COMMERCE & ADMINISTRATION
COMPUTER SCIENCE
COMPUTING & INFORMATION SCIENCE
COMPUTING SCIENCE
DEVELOPMENTAL GENETICS
DEVELOPMENTAL STUDIES
Drama & SPEECH COMMUNICATION
EARTH SCIENCES
EAST ASIAN STUDIES
ECONOMICS
EDUCATION
EDUCATIONAL PSYCHOLOGY
ENGINEERING
ENGLISH
ENVIRONMENTAL SCIENCE
ENVIRONMENTAL STUDIES
FINANCE
FRENCH & ITALIAN
GEOGRAPHY
GERMAN
GERMAN STUDIES
GERONTOLOGY
HEALTH STUDIES & GERONTOLOGY
HISTORY
HUMAN JUSTICE
HUMAN NUTRITION
INFORMATION SYSTEMS
INTERNAL MEDICINE
JEWISH/RELIGIOUS STUDIES
JOURNALISM & COMMUNICATION
KINESIOLOGY
LABOUR STUDIES
LAW
LIBRARY & INFORMATION STUDIES
MANAGEMENT
MANAGEMENT SCIENCE
MATHEMATICS
MATHEMATICS & STATISTICS
MODERN LANGUAGES & LITERATURES
MUSIC
NEAR EASTERN ART & ARCHAEOLOGY
OPTOMETRY
PHILOSOPHY
PHYSICAL EDUCATION & RECREATION
PHYSICAL MEDICINE & REHABILITATION
PHYSICS
PHYSICS & ASTRONOMY
POLITICAL SCIENCE
PSYCHOLOGY
RELIGIOUS STUDIES
SLAVIC LINGUISTICS
SOCIAL WORK
SOCIOLOGY
SOIL SCIENCE
SPANISH
SPANISH & ITALIAN
SPANISH & PORTUGUESE
STATISTICS & ACTUARIAL SCIENCE
THEATRE & DRAMA
VETERINARY MEDICINE
ZOOLOGY
ACCOMMODATIONS

ACADEMIC SKILLS

UNIVERSITY OF TORONTO at Mississauga — Academic Skills Centre, Learning and Teaching Specialist. University of Toronto at Mississauga invites applications for a Tutor or Senior Tutor position in the Academic Skills Centre, effective July 1, 1999. The position is designed to support and enhance a research-based curriculum and to train faculty and graduate student teams and students in the use of writing, with Directors and the Vice-President of Instructional Development, the successful candidate will teach and implement training, mentoring, and counseling programs designed to improve the curriculum and instruction. Understanding of the research process, teaching and learning at the university level, and understanding of the career path of faculty in a research university, and success as a teacher are required. Qualifications: Post graduate degree and considerable experience in teaching and research, professional development, curriculum and learning assessment. Depending on qualification and experience, the appointment is renewable at the rank of Tutor (1 year continuing appointment) or Senior Tutor (5 years continuing appointment). Applications should be sent to the University of Toronto employment categories, a Tutor's duties consist primarily of teaching and associated administrative responsibilities. For more details, please visit our website at http://www.utoronto.ca/academic_skills/.



Simon Fraser University Faculty Position in Experimental Condensed Matter Physics

The Physics Department at Simon Fraser University invites applications for a tenure track faculty position in experimental condensed matter physics to take effect in September 1999, subject to final budget approval. It is intended that the appointment will be at the Assistant Professor level but in exceptional circumstances, an appointment at a higher level may be made. We are searching for an individual of outstanding background and exceptional promise who will establish a vigorous independent research program and who will have a commitment to undergraduate and graduate teaching. There is some preference for individuals with expertise in magnetic nanostuctures or electron microscopy but excellent candidates in any area of specialization that will complement and involve interaction with existing programs will be given serious consideration. The present condensed matter research group at Simon Fraser consists of twenty two full time faculty with broad research interests. The Physics Department home page can be accessed via <http://www.phys.sfu.ca>.

This advertisement is directed to Canadian citizens and permanent residents. If a suitable candidate from among qualified Canadian citizens or permanent residents cannot be found, other qualified applicants will be considered. Simon Fraser University is committed to the principle of equity in employment and offers equal employment opportunities to qualified applicants. Applications should include a curriculum vitae, publication list and a short statement of teaching and research interests. Candidates should arrange for three letters of reference to be supplied in confidence. All correspondence should be sent to Professor Michael Plischke, Chair, Department of Physics, Simon Fraser University, 8888 University Drive, Burnaby, BC, Canada V5A 1S6 by December 31, 1998.

BROCK UNIVERSITY

DEAN Faculty of Mathematics & Science

Brock University, located in St. Catharines, Ontario, invites applications and nominations for the position of Dean, Faculty of Mathematics and Science. The appointment, to be effective July 1, 1999, is for a period of five years, renewable.

The Faculty of Mathematics and Science has 65 full-time faculty members and 1,500 undergraduate students in the Departments of Biological Sciences, Chemistry, Computer Science, Earth Sciences, Mathematics, and Physics. The newly-established Cool Climate Oenology and Viticulture Institute, and a number of active interdisciplinary programs, reflect the Faculty's commitment to research and teaching. The Departments of Biological Sciences, Chemistry, Earth Sciences, and Physics currently offer M.Sc. programs in addition to the honors B.Sc. programs offered in all departments. Plans are going forward for new and innovative graduate programs, in keeping with the Faculty's long history of outstanding teaching and research.

The University seeks an individual, with administrative experience and an established record of excellence in research and teaching, to provide dynamic leadership in a Faculty where teaching and research are equally valued. The individual must be able to work effectively with faculty, students and staff, and to promote relations and develop further linkages with the external community.

Consideration of applications and nominations will begin January 15, 1999. They should be submitted in confidence to:



Dr. R. Terrance Boak
Vice President, Academic
Brock University
St. Catharines, ON
L2S 3A1

In accordance with Canadian Immigration requirements, priority will be given to Canadian citizens and permanent residents of Canada. Brock University is an equal opportunity employer.

CLASSIFIEDS ANNONCES CLASSÉES

or information is available. Closing date for receipt of applications is January 15, 1999. Candidates should send a current Curriculum Vitae and a statement of teaching specializations and research interests and ask three referees to send letters of recommendation, under separate cover, to Dr. Cecilia Teng, Vice-Principal, Instructional Development, University of Toronto, 100 College Street, Toronto, Ontario M5S 1C6. Applications are encouraged from qualified women or men, members of visible minorities, Aboriginal peoples and persons with disabilities.

ANTHROPOLOGY

MCMASTER UNIVERSITY — Labour Studies Program. A tenure track position will be made available to the candidate's area of interest, by McMaster University at the Assistant Professor level, effective July 1, 1999. Labour Studies is an interdisciplinary program, resident in the Faculty of Social Sciences, which includes Anthropology, Economics, Political Science, Social Work and Sociology. This is the second in a series of planned interdisciplinary commitment to teaching and research that reflect the University's commitment to the designation of the information on Labour Studies and the Work and Society strategic area can be found on the Labour Studies Home page at <http://www.socsci.mcmaster.ca/labour/>. In accordance with Canadian immigration regulations, this position is directed to Canadian citizens and permanent residents. Applications should send a curriculum vitae and arrange to have three letters of reference sent to the Director, Labour Studies Programme, McMaster University, Hamilton, Ontario, L8S 4M6. The application deadline is December 1, 1998.

and links the work experience with gender and race relations, state regulation, aging, family life and the community. Resources have been allocated to launch an interdisciplinary MA in Work and Society, and to develop educational materials and community resources. Responsibilities will include undergraduate and graduate teaching and building links with community and labour groups. The successful candidate will be expected to maintain and further an independent research programme leading to peer-reviewed publications. Candidates should have an interdisciplinary approach to studies in work issues, labour and society and must have a PhD in a relevant discipline. The candidate must be resident in the area of interest. The position is directed to Canadian citizens and permanent residents. Applications from all qualified candidates, including Aboriginal peoples, persons with disabilities, minorities and women are invited. The closing date for applications is January 1, 1999. In accordance with Canadian Immigration requirements, the advertisement is directed to Canadian citizens and permanent residents. We are particularly interested in applicants specializing in any of the following areas: comparative immunology, molecular parasitology, cell biology or parasitic organisms. The successful candidate will be required to teach a program in immunology or parasitology. The effective date of employment will be July 1, 1999. In accordance with Canadian Immigration requirements, the advertisement is directed to Canadian citizens and permanent residents. We are particularly interested in applicants specializing in any of the following areas: comparative immunology, molecular parasitology, cell biology or parasitic organisms. The successful candidate will be required to teach a program in immunology or parasitology. The effective date of employment will be July 1, 1999.

In accordance with Canadian Immigration requirements, the advertisement is directed to Canadian citizens and permanent residents. We are particularly interested in applicants specializing in any of the following areas: comparative immunology, molecular parasitology, cell biology or parasitic organisms. The successful candidate will be required to teach a program in immunology or parasitology. The effective date of employment will be July 1, 1999.

BIOLOGY

UNIVERSITY OF BRITISH COLUMBIA — Biodiversity. We seek applicants for a 2-year postdoctoral fellowship in the UBC's Centre for Biodiversity Research. The Centre is currently made up of four post-doctoral fellows, and over 30 members of the faculty and research staff, all working in the field of biological conservation. Preference will be given to candidates with bold ideas, demonstrated research ability, and strong communication skills. The successful candidate will be expected to conduct original research on topics related to biodiversity and conservation, foster interactions with the centre, run a seminar series and help maintain the Centre's web site. Starting date: 1 April 1999. Salary: \$33,000 p.a. Send curriculum vitae, research interests, and three letters of reference to Dr. J.M. Smith, Associate Director, Centre for Biodiversity Research, UBC, G200 University Blvd., Vancouver, B.C., Canada V6T 1Z4. (Fax: 604-822-0553, e-mail: smith@zoology.ubc.ca). Closing date for application: 15 November 1998. The University of British Columbia is an equal opportunity employer and is committed to employment equity. All qualified persons are encouraged to apply. In accordance with Canadian Immigration requirements, the advertisement is directed to Canadian citizens and permanent residents.

BIOLOGICAL SCIENCES

UNIVERSITY OF WATERLOO — Anthropology & Classical Studies. Applications are being accepted for a tenure-track position at the Assistant Professor level in Anthropology beginning July 1, 1999. The successful candidate must have a PhD in Anthropology and be currently teaching an introductory course in Human and Cultural Evolution and undergraduate courses in North American, Arctic, Pacific, and American Archaeology. Great Lakes, African, and Primate Archaeology. The successful candidate should have a strong commitment to teaching Introductory Social and Cultural Anthropology and/or general Anthropology courses (e.g., Cultural Ecology, History of Theory). In addition to teaching, the candidate will be expected to conduct original research on topics related to human biology and in microbiology and bioarchaeology. We invite applications for a tenure-track position in immunology or parasitology at the level of

University of Alberta Edmonton

Chair

Department of Elementary Education

Faculty of Education, University of Alberta invites applications and nominations for a tenured position as Chair, Department of Elementary Education. Located in one of the largest Faculties of Education in Canada, the Department contributes to the pre-service education of approximately 1500 undergraduate students in the Elementary Education program. The Department offers Master's and Doctoral programs to approximately 140 full-time and part-time graduate students in the areas of Early Childhood Education, Curriculum and Instructional Studies, School Libraries, Teacher Education and elementary subject areas such as Art, Mathematics, Social Studies, Language Arts, Physical Education, Science and Music. Its programs are taught by 25 tenured faculty as well as sessional lectures.

The successful candidate will provide dynamic and innovative leadership to the Faculty during an important period of regeneration, which includes development of research initiatives, program development, and recruitment of faculty and graduate students. Applicants will have strong academic qualifications and a strong commitment to excellence in teaching

and research. Candidates must hold a Doctorate and have demonstrated academic leadership, excellent interpersonal skills, the ability to motivate and work efficiently with faculty, staff and students and effective interaction with the larger university and professional community.

The appointment will normally be for a five-year term, commencing July 1, 1999. Salary will be commensurate with experience. The application deadline is February 15, 1999. Applicants should submit a current curriculum vitae, statement of research interests, example of recently published work, and the names of three referees to:

Dr. Larry Beauchamp, Dean
Faculty of Education
University of Alberta
845 Education South
Edmonton, Alberta T6G 2G5

The University of Alberta is committed to the principle of equity in employment. As an employer, we welcome diversity in the workplace and encourage applications from all qualified women and men, including Aboriginal peoples, persons with disabilities, and members of visible minorities.

... it makes sense.

ANNONCES CLASSÉES

from all qualified women and men, including Aboriginal peoples, persons with disabilities, and members of visible minorities.

BIOLOGY

UNIVERSITY OF WATERLOO — The Department of Biology of the University of Waterloo invites applications for a Quantitative Ecologist (tenure track) and a Biochemical Ecologist (tenure track) at the Assistant Professor level. Applicants should have a PhD and post-doctoral experience and be expected to teach courses in independent research projects and to collaborate with the newly established NSERC Industrial Research Chair in Biotechnology. For the Quantitative Ecologist, the ideal applicant will have an established publication record in the field of environmental physiology and quantitative ethology, and a strong commitment to interdisciplinary research at the undergraduate and graduate level, and a strong commitment to interdisciplinary research. Duties will include teaching the undergraduate and graduate level and graduate student supervision. For the Biochemical Ecologist, the ideal applicant will have an established publication record in the field of fish behaviour, a familiarity with environmental physiology and quantitative ethology, and a strong commitment to interdisciplinary research at the undergraduate and graduate level, and graduate student supervision. Duties will be commensurate with qualifications and experience. Applicants should send their curriculum vitae, the names of three individuals willing to furnish letters of reference, and an outline of a teaching plan to: Dr. William D. Taylor, Professor and Chair, Department of Biology, Faculty of Science, University of Waterloo, Waterloo, Ontario, N2L 3G1 Canada. The closing date for applications is December 15, 1998. In accordance with Canadian Immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Waterloo encourages applications from all qualified individuals, including women, members of visible minorities, Aboriginal peoples, and persons with disabilities. These positions are subject to the availability of funds. Additional information on the Department, the positions, and the Waterloo Biotechnology Institute is available at <http://www.uwaterloo.ca/biology/> and <http://www.uwaterloo.ca/biotech/>.

encourages applications from all qualified candidates including Aboriginal peoples, persons with disabilities, and members of visible minorities. In accordance with Canadian Immigration requirements, priority will be given to Canadian citizens and permanent residents. Applications will be considered until the positions are filled, but it is strongly recommended that they arrive no later than December 31, 1998.

BROCK UNIVERSITY — Department of Accounting & Finance, Faculty of Business. Brock University invites applications for tenure-track positions at the Assistant Professor level, commencing July/September 1999, in the following areas: Discretionary accounting, in the areas of Advanced Financial Accounting, Auditing and Accounting Information Systems. Two positions are available in Marketing, with preference given to those in Service Marketing, especially in the areas of Marketing and Research to Innovation and Product Development. One PhD should be completed by the commencement of the appointment, preferably with demonstrated excellence in teaching and research. Bilingualism is an asset. A teaching dossier, including teaching evaluations, should be included. Duties include research (a teaching load of 3/3), teaching a Business Administration at the undergraduate level with a concentration in Finance as well as other functional areas of business. Both programs can be completed on a regular or contract basis, non-tenure track. A Master's in Accounting is scheduled to commence January 1, 2000, and the faculty offers a number of non-credit programs in executive development and industry specific training.

BROCK UNIVERSITY — Department of Management, Marketing & Human Resources Faculty of Business. Brock University invites applications for tenure-track positions in Entrepreneurship at the assistant or associate professor level starting January 1 or July 1, 1999 and subject to final budgetary approval. Full-time, non-tenure track, rank dependent upon qualifications. The priority area is Entrepreneurship. The course will be given in English. The ideal candidate will have a concentration in Finance as well as other functional areas of business. Both programs can be completed on a regular or contract basis, such as marketing, finance or organizational behavior. Qualifications include a PhD or equivalent (completed or near completion), a commitment to classroom excellence and research, teaching evaluations, and teaching courses in Entrepreneurship at the undergraduate level. Brock University is committed to a positive action policy aimed at reducing gender imbalance. Qualified women candidates are especially encouraged to apply.

BROCK UNIVERSITY — Department of Accounting & Finance, Faculty of Business. Brock University invites applications for tenure-track positions in Finance at the assistant or associate professor level starting January 1 or July 1, 1999, and subject to final budgetary approval. Salary will be commensurate with qualifications and experience. Applications should be sent to: Dr. David W. Conrath, Dean, Michael G. DeGroote School of Business, McMaster University, Hamilton, ON L8S 4M6 (email address: conrath@mcmaster.ca). McMaster University offers a Bachelor in Accounting and a Bachelor in Business Administration at the undergraduate level with a concentration in Finance as well as other functional areas of business. Both programs can be completed on a regular or contract basis, such as marketing, finance or organizational behavior. Qualifications include a PhD or equivalent (completed or near completion), a commitment to classroom excellence and research, teaching evaluations, and teaching courses in Entrepreneurship at the undergraduate level. Brock University is committed to a positive action policy aimed at reducing gender imbalance. Qualified women candidates are especially encouraged to apply.

DEAN, FACULTY OF LAW
The University of Manitoba invites applications and nominations for the position of Dean, Faculty of Law.

The Faculty of Law offers a three year programme of full-time study leading to the degree of Bachelor of Laws (LL.B.) and a small graduate programme leading to the Master of Laws (LL.M.). The Faculty consists of 19 FTE academic and 6.2 FTE support staff plus sessional appointments with an undergraduate enrolment of approximately 275. The Faculty of Law is located in Robson Hall which houses modern classrooms, a computer lab, the Moot Court, a Legal Aid Clinic and the E.K. Williams Law Library. The curriculum balances doctrinal and perspective courses with uniquely developed clinical and advocacy programs. The Faculty is associated with a wide variety of research institutes and other community and professional organizations. The Faculty of Law is noted for excellent student relations and a strong tradition of community service.

The faculty requires a dean capable of providing academic and administrative leadership through collaboration and teamwork. The incumbent is expected to lead the faculty in the further development of an effective teaching and learning environment, research and scholarship, and service to the university, community and professions, while sustaining and developing student, public and private sector relationships.

The ideal candidate would have a demonstrated ability in teaching and research and be recognized for his or her excellent administrative abilities.

The University of Manitoba encourages applications from qualified women and men, including members of visible minorities, Aboriginal people, and persons with disabilities. In accordance with Canadian Immigration requirements this advertisement is directed to Canadian citizens and permanent residents.

The appointment is expected to commence July 1, 1999 and is normally for a term of five years. Applications (including curriculum vitae and the name of three referees) and nominations will be considered commencing November 15, 1998. Please forward in confidence to: Karen C. O'Gorman, Vice-Provost (Academic Affairs) and Chair, Presidential Advisory Committee on the Selection of a Dean, Faculty of Law, Room 208 Administration Building, Winnipeg, Manitoba, R3T 2N2



The UNIVERSITY OF WESTERN ONTARIO

Assistant Professors — Faculty of Law

Applications are invited for two full-time appointments at The University of Western Ontario Faculty of Law to begin July 1, 1999. Eligible candidates will possess a superior academic record, graduate degree, strong potential for excellence in research and teaching and a demonstrated capacity to contribute to the academic life and governance of the Faculty of Law and the University.

The Faculty seeks to enhance its academic excellence. It will consider applicants with interests in any field. Those with interests in Labour and Employment Law and International Law are particularly encouraged to apply.

It is expected that the two appointments will be three-year limited term appointments at or near the entry level of salary and at the rank of Assistant Professor.

Candidates should send an application, curriculum vitae, a brief statement of current and prospective research interest, a statement regarding teaching experience and the names and addresses of three academic referees to:

Dean Eileen E. Gilless
Faculty of Law
The University of Western Ontario
London, Ontario, N6A 3K7

The deadline for receipt of applications is December 31, 1998.

Positions are subject to budget approval. In accordance with Canadian Immigration requirements, this advertisement is directed to Canadian citizens and permanent residents of Canada. The University of Western Ontario is committed to employment equity, welcomes diversity in the workplace, and encourages applications from all qualified individuals including women, members of visible minorities, Aboriginal person, and persons with disabilities.

Chair and Director of the Erivan K. Haub Program in Business and the Environment

The Schulich School of Business at York University in Toronto, Canada, invites applications for a tenure-stream opening for the position of Chair and Director of the Erivan K. Haub Program in Business and the Environment, effective July 1, 1999.

The Haub Program is interdisciplinary in nature, with courses which are cross-listed with those of York's Faculty of Environmental Studies and Osgoode Hall Law School.

Preferred candidates will:

- have a PhD degree (or equivalent experience)
- have university-level or equivalent teaching experience
- have undertaken substantial research as demonstrated by extensive publications related to the relationship between business and the environment
- be expected to provide leadership in teaching and research in the area of business and the environment
- teach primarily at the graduate (MBA and MES) and post-graduate (PhD) levels

The deadline for receiving applications is January 8, 1999. However, applicants are encouraged to submit an application at the earliest possible time.

Salary and benefits are competitive. This position is subject to budgetary approval. York University is implementing a policy of employment equity, including affirmative action for women.

Please send curriculum vitae to:

Professor James Gillies
Chair, Search Committee
Room 434, SSB
Schulich School of Business
York University
4700 Keele Street
Toronto, Ontario
Canada M3J 1P3



Schulich
School of Business

York University



The University of Manitoba

DEAN, FACULTY OF LAW

The University of Manitoba invites applications and nominations for the position of Dean, Faculty of Law.

The Faculty of Law offers a three year programme of full-time study leading to the degree of Bachelor of Laws (LL.B.) and a small graduate programme leading to the Master of Laws (LL.M.). The Faculty consists of 19 FTE academic and 6.2 FTE support staff plus sessional appointments with an undergraduate enrolment of approximately 275. The Faculty of Law is located in Robson Hall which houses modern classrooms, a computer lab, the Moot Court, a Legal Aid Clinic and the E.K. Williams Law Library. The curriculum balances doctrinal and perspective courses with uniquely developed clinical and advocacy programs. The Faculty is associated with a wide variety of research institutes and other community and professional organizations. The Faculty of Law is noted for excellent student relations and a strong tradition of community service.

The faculty requires a dean capable of providing academic and administrative leadership through collaboration and teamwork. The incumbent is expected to lead the faculty in the further development of an effective teaching and learning environment, research and scholarship, and service to the university, community and professions, while sustaining and developing student, public and private sector relationships.

The ideal candidate would have a demonstrated ability in teaching and research and be recognized for his or her excellent administrative abilities.

The University of Manitoba encourages applications from qualified women and men, including members of visible minorities, Aboriginal people, and persons with disabilities. In accordance with Canadian Immigration requirements this advertisement is directed to Canadian citizens and permanent residents.

The appointment is expected to commence July 1, 1999 and is normally for a term of five years. Applications (including curriculum vitae and the name of three referees) and nominations will be considered commencing November 15, 1998. Please forward in confidence to: Karen C. O'Gorman, Vice-Provost (Academic Affairs) and Chair, Presidential Advisory Committee on the Selection of a Dean, Faculty of Law, Room 208 Administration Building, Winnipeg, Manitoba, R3T 2N2

Simon Fraser University Assistant Professor Cell Biology

The Department of Biological Sciences is seeking a tenure-track faculty member in the area of Cell Biology. The appointment will be made at the Assistant Professor level with a start date on or after September 1, 1999. Any area of modern Cell Biology is of interest, but preference will be given to candidates who study functional aspects in cellular systems that bridge our current research strength at the subcellular and the organ and tissue levels. The successful candidate will pursue a vigorous, externally funded research program that includes the training of graduate students. She or he also will be expected to develop upper division undergraduate and graduate courses in cell biology, and contribute to the teaching of the introductory course in Cell Biology. A PhD degree is required, and appropriate post-doctoral experience is preferred. Applicants should send, no later than December 31, 1998, a Curriculum Vitae, three representative reprints, a one-page summary of their research objectives, and three letters of reference to:

Dr. Norbert H. Haunerland, Chair
Department of Biological Sciences
Simon Fraser University
8888 University Blvd.
Burnaby, B.C. V5A 1S6 Canada
Fax: (604) 291-4312

This advertisement is directed to Canadian citizens and permanent residents. This position is subject to final budgetary approval.

Simon Fraser University is committed to the principle of equity in employment and offers equal employment opportunities to qualified applicants.

Banting & Best Department of Medical Research University of Toronto Tenure-Track Junior Position Molecular Medicine

The Department is seeking to fill a tenure-track junior position in areas related to fundamental aspects of molecular medicine. With a distinguished tradition of medical research dating back to Frederick Banting and Charles Best, the Department aims to build research strength in areas including but not restricted to cell-signalling and ageing. The Department is an extraordinarily rich environment in which to pursue biomedical research, with at least 75% of time available for research activities. The successful candidate will be expected to maintain an independent research programme that achieves international recognition. The position is available July 1, 1999.

Applicants should forward a curriculum vitae and an outline of research interests, and arrange for three letters of reference to be sent directly to: James D. Friesen, PhD, Professor and Chair, Banting and Best Department of Medical Research, University of Toronto, 112 College Street, Toronto, Ontario MSG 1L6. Telephone: (416) 946-3016; Fax: (416) 979-8528; E-mail: james.friesen@utoronto.ca; Web Site <http://www.utoronto.ca/bands/faculty.html>

Applications will be accepted until November 30, 1998 or until the position is filled.

In accordance with its Employment Equity Policy, the University of Toronto encourages applicants from qualified women and men, members of visible minorities, Aboriginal peoples and persons with disabilities. In accordance with Canada Immigration regulations, this advertisement is directed to Canadian citizens and permanent residents.

CLASSIFIEDS

cially encouraged to apply. Salary will be competitive and commensurate with qualifications. Applications are accepted until the positions are filled. Send resume, with salary requirements, name and address of three referees, to: Dr. Eli Levenson, Chair, Department of Management, Marketing and Human Resources, Faculty of Business, Brock University, St. Catharines, ON, Canada, L2S 3A1. Tel: (905) 688-5140. The Faculty of Business has approximately forty-five full-time members and offers a Bachelor in Accounting and a Bachelor in Business Administration at the undergraduate level, and a co-operative program. Finalist as well as other functions of the business. Both programs can be completed on a regular or cooperative work study basis. A Masters in Accounting is scheduled to commence January 1, 2000, and the program offers a number of non-tread programs in executive development and industry specific training.

UNIVERSITY OF ALBERTA — The Department of Marketing, Business Economics and Law invites applications for a tenure-track position for a regular professor to teach in the associate or full professor level to teach in natural resource programs and to perform research in areas of expertise. Candidates should be established research economists with a recognized research track record, especially in the field of energy or natural resource regulation, and should

be highly familiar with the natural resource and energy regulatory regimes in Canada. Industry or government experience in the natural resource and energy sectors at the professor level is required. Applications are normally effective July 1, 1999. The position is subject to budgetary approval. Salary dependent on experience. Closing date: December 31, 1998. In accordance with Canadian immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. If suitable Canadian citizens and permanent residents are not available, the position may be open to non-Canadian citizens and permanent residents. Finalist as well as other functions of the business. Both programs can be completed on a regular or cooperative work study basis. A Masters in Accounting is scheduled to commence January 1, 2000, and the program offers a number of non-tread programs in executive development and industry specific training.

QUEEN'S SCHOOL OF BUSINESS invites applications for tenure-track positions. Over the next two years the School expects to make appointments in the following areas: finance, marketing, strategic/industrial/technology, and strategy, financial accounting, operations management, organizational behaviour and, possibly, quantita-

tive methods. Candidates must have a PhD or be near completion, and a record of teaching and research. The postures are subject to final budgetary approval. We are especially interested in outstanding teachers with demonstrated research potential. Appointees have access to substantial internal funds both for research, through the Queen's Research Fund, and for teaching, through course development and teaching. Through the Dean's Development Fund, The Queen's School of Business has an acknowledged reputation in its academic programs including executive, professional, and undergraduate students, our undergraduate Commerce program, our Masters of Science in Management, and our respected PhD. The School is also the Canadian leader in executive education. In accordance with Canadian immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. Queen's University is committed to employment equity and welcome applications from all qualified women and men, including Aboriginal peoples, persons with disabilities, and members of visible minorities.

K7L 3N6 [Fax: (613) 545-2013] [e-mail: mklaw@queensu.ca]

BUSINESS & ECONOMICS

WILFRID LAURIER UNIVERSITY — The School of Business and Economics invites applications for a tenure-track position for a tenure-track position in the Finance. Management and Organizational Behavior, Marketing, Operations and Decision Sciences, and Policy Areas commencing July 1, 1999. Desired qualifications include a PhD and we will normally have had postdoctoral or industrial experience in a research field of interest to the Department. The successful candidate is expected to create a vigorous experimental program in one of the synthesis of studies, either in the area of teaching and research or in teaching and research potential. The specific areas of expertise sought for the Finance positions are derivatives, corporate finance, and/or microeconomics. Managers and Organizational Behavior, they are Industrial Relations and Human Resource Management for one position and Organizational Behaviour for the other; for Marketing any area will be considered. For Operations and Decision Sciences candidates must have a record of research in management information systems and/or Policy they are strategic management of high technology firms. Limited term positions are also available in Accounting (managerial, financial, and/or taxation), and Economics. All appointments are subject to budget approval. The School has sixty-five full-time faculty, and over two hundred undergraduates and over two hundred and fifty part-time and full-time students. The School's teaching programs focus on the development of applied management knowledge, skills and attitudes. With a mission to achieve excellence in management education, we provide strong support for faculty to fully develop both their teaching and research capabilities. We encourage applications from individuals interested in candidates who seek to maintain a balance between their scholarly and instructional pursuits and are committed to excellence in both. In accordance with Canadian immigration requirements, this advertisement is directed to Canadian citizens and permanent residents.

UNIVERSITY OF TORONTO — The Department of Chemistry at The University of Western Ontario invites applications for a continuing appointment at the rank of Laboratory Instructor in the area of biochemistry. The position is based on a M.Sc. or PhD, determined to excellence in undergraduate teaching, and will be expected to participate in the ongoing development of the laboratory program. Applicants should submit a curriculum vitae and have three letters of recommendation sent to Professor David M. Hagg, Chair, Department of Chemistry, The University of Western Ontario, 1151 Richmond Avenue, London, Ontario, N6A 3K7, Canada. Applications will be accepted until January 15, 1999, but will accept applications until the position is filled. Subject to budgetary approval, the position will be available June 1, 1999. In accordance with Canadian immigration requirements, first preference must be given to Canadian citizens and permanent residents. The University of Western Ontario is committed to employment equity.

CLASSES

McGILL UNIVERSITY — Please see History.

UNIVERSITY OF TORONTO — Ancient History invites applications for an appointment in Latin Literature and Language, to be made either at junior Assistant Professor level or at senior Associate/Junior Full professor level. A senior appointee would be expected to have a record of research, teaching and demonstrated excellence in teaching and research are required. The appointee will provide leadership in the delivery and development of our programme in Latin literature and language, and will be expected to grow in influence and will contribute to our mission of undergraduate courses in Greek and Roman history and civilization. Some familiarity with relevant information technology is needed. Candidates should be concerned with Latin literature and its historical and cultural context, and should consider applying for this position if they have the required directions of the Department. The ability of candidates to contribute to the Department builds on its strengths and meets the challenges of a changing academic environment will be an important consideration in the selection. The Department has established a strong record of research, teaching and community contact since its inception in 1968, and currently maintains nine continuing positions, sixty undergraduate majors, three graduate students, and a small MA programme, and some minor programmes with the Religious Studies and History departments as well as its own programme in Classics. Library and teaching resources are substantial. The Department has approximately 15,000 volumes housed in the University's Arts and Arts Museums. For full information see the University's Worldwide Web site (<http://www.arts.utoronto.ca/latgry>). Applications should include a Curriculum Vitae, evidence of teaching accomplishment, samples of published work, and three letters of reference. Letters from three referees are required. Applications and correspondence should be sent to Dr. J.W. Humphrey Acting Dean, Faculty of Humanities, University of Calgary, 2500 University Dr. NW, Calgary, AB, T2N 1N4, Canada. Applications should be addressed to the Acting Department Head, Professor M. J. Clegg (403) 229-5823; [micro@ucalgary.ca](http://www.arts.ucalgary.ca). Application deadline is 15 December 1998. The University of Calgary respects, appreciates, and encourages diversity. The University is strongly committed to ensuring that the representation of women in its continuing faculty, University of Calgary — The Department of Greek, Latin & Ancient History invites applications for an

What Happens to Me When I Retire?

Don't worry — You can join as a retired member for only \$25.

Membership includes:

- Travel Options
- Discount Mortgages
- Group Insurance Plans
- Bulletin Subscription

Your retired membership can be activated at any time.

For more details, contact CAUT at 613-820-2270 or 2675 Queensview Drive, Ottawa, ON K2B 8K2.



Stay in touch with the academic community.

Lakehead
UNIVERSITY

NATIVE PHILOSOPHY PROJECT

Rockefeller Foundation Humanities Fellowship Program

The Lakehead University Native Philosophy Project is an international, cross-cultural interdisciplinary research program committed to further understanding of the manner in which the world is viewed by the Aboriginal peoples of the Americas.

Rockefeller Foundation Visiting Humanities Fellows are encouraged to explore any aspect of Native Philosophy including such concepts as 'person,' 'self,' 'individual,' 'community,' 'self-government,' 'environment,' 'value,' and 'spirit,' as well as possible interrelationships between such concepts, and methodological issues arising from this unique interdisciplinary area of research. The Native Philosophy Project is particularly interested in proposals which facilitate the comparisons of accounts of world views, values etc. given by different Indigenous peoples. Although such comparisons need not be limited to the Americas, the Project encourages a North-South dialogue on Native Philosophy. Given the interdisciplinary nature of the Project, research proposals are invited from senior and emerging scholars with a humanities background in Native Studies, Native Art History, History, Language, Literature or Philosophy.

Lakehead University will host up to three Visiting Fellows each year (depending on the length of stay). The fellowship stipend is between \$30,000 and \$35,000 CDN for the regular academic term, and pro-rated for shorter residences.

Visiting Fellows participate with Lakehead University faculty and other researchers, in the Project's biweekly International Indigenous Learning Seminar which includes round-table discussions, sharing of works in progress as well as formal presentations. Each Visiting Fellow has full faculty and library privileges including the opportunity to take Native languages courses (Cree or Ojibwe), and may use the services of a graduate research assistant.

Deadline for applications is January 15, 1999 (similarly in 2000) for residences beginning in September of that year.

For further information contact:

Dr. Connie Nelson
Dean of Graduate Studies and Research
Lakehead University
Thunder Bay, Ontario P7B 5E1 Canada
Voice: (807) 343-8793
E-mail: connie.nelson@lakehead.ca

The UNIVERSITY OF WESTERN ONTARIO

Clinical Scientist — Gastroenterology

The Division of Gastroenterology, Department of Medicine, University of Western Ontario, and the John P. Roberts Research Institute invite applications from qualified individuals for a Clinical Scientist position in the area of Gastrointestinal Immunology. The candidate must hold a M.D. or M.D. PhD degree and training in Gastroenterology with a proven track record of research accomplishments in the field of Immune Mechanisms of Inflammation involving cytokines, chemokines, cell adhesion molecules, antigen presentation or T cell selection and activation. It is expected that the successful candidate will develop a strong research focus in the area of inflammatory bowel disease as well as participate in the teaching activities of the Division of Gastroenterology.

The successful candidate will hold a faculty appointment at an appropriate rank in the Division of Gastroenterology, Department of Medicine and the Department of Microbiology and Immunology, University of Western Ontario and a Research Scientist appointment in the Immunology Group at the John P. Roberts Research Institute. We offer an excellent academic environment, research spaces and startup support. The candidate is expected to apply for external salary awards and operating grants within the two years of their appointment.

The closing date for the applications will be December 31, 1998.

Applications with detailed Curriculum Vitae, and statement of proposed research programme and addresses of three referees should be submitted to:

Richard Reynolds, M.D.
Chief, Division of Gastroenterology
Department of Medicine
University of Western Ontario
London, Ontario, CANADA N6A 5C1

Positions are subject to budget approval. In accordance with Canadian immigration requirements, this advertisement is directed to Canadian Citizens and Permanent Residents of Canada. The University of Western Ontario is committed to employment equity, welcomes diversity in the workplace and encourages applications from all qualified individuals including women, members of visible minorities, Aboriginal persons, and persons with disabilities.

CLASSIFIEDS

be directed to the Chair: Professor Nick George, Department of Computer Science, University of Waterloo, Waterloo, Ontario, Canada N2L 3G1, e-mail: ngeorge@uwaterloo.ca. To expedite handling of applications, candidates should ask those named as referees to direct supporting letters to the same address. The positions are expected to commence on or before January 1, 1999. Applications will begin to consider applications in December 1998. Applications will be considered as soon as they are complete and until April 1999 as long as positions remain available. In accordance with Canadian immigration requirements, the advertisement is directed to Canadian citizens and permanent residents. The University of Waterloo encourages applications from all qualified individuals, including women, members of visible minorities, aboriginal peoples, people with disabilities, gay men and lesbians. These appointments are subject to the availability of funds.

COMPUTING & INFORMATION SCIENCE

QUEEN'S UNIVERSITY — The Department of Computing and Information Science invites applications for two tenure track position at the Assistant Professor level. The School is also searching for a Lecturer in Computing and Information Science. Some teaching experience or equivalent is required, with a strong commitment to excellence in research and teaching. The ideal candidate will have demonstrated research expertise in a systems area, such as soft ware engineering, graphics, multimedia systems, distributed systems, parallel systems, networks, and databases. However, outstanding candidates in all areas and at all levels will be considered. Responsibility include research as well as teaching at the graduate and undergraduate levels. Salary will be proportional to the successful applicants for establishing their research programs. As well, research in advanced systems is required. For applications see <http://www.bcs.queens.ca/computing/> and <http://www.queens.ca/computing/>. Queen's University offers the amenities of a large city and the comfort of a small town. The Department of Computing and Information Science, which has 40 faculty, 32 students, and approximately 1000 undergraduate and graduate students, is committed to excellence in both research and teaching. The faculty are doing research in a number of areas of computer science including: computational imagery, molecular scene analysis, graphics and perception, software technology, parallel systems, computational geometry, parallel computation and computational linguistics. The Department will consider applicants in database systems, software engineering, graphics, and distributed systems areas. All applicants should have a Ph.D. degree in computer science or a related field. The successful candidate will be expected to develop an active research program and to teach effectively at the

undergraduate and graduate levels. Salary is commensurate with qualifications and experience. Applications are requested to send a curriculum vitae, including a list of publications and copies of three recent papers to Dr. James G. MacLennan, Department of Computing and Information Science, Queen's University, Kingston, Ontario, Canada K7L 3N6. The deadline for applications is December 31, 1998. Queen's University is committed to employment equity and welcomes applications from all qualified men and women, including visible minorities, aboriginal people, persons with disabilities, gay men and lesbians.

COMPUTING SCIENCE

SHAWN FRASER UNIVERSITY — School of Computing Science. Applications are invited for two tenure-track positions at the Assistant Professor level. (The School is also searching for a Lecturer in Computing Science). Some teaching experience or equivalent is required, with a strong commitment to excellence in research and teaching. The ideal candidate will have demonstrated research expertise in a systems area, such as soft ware engineering, graphics, multimedia systems, distributed systems, parallel systems, networks, and databases. However, outstanding candidates in all areas and at all levels will be considered. Responsibility include research as well as teaching at the graduate and undergraduate levels. Salary will be proportional to the successful applicants for establishing their research programs. As well, research in advanced systems is required. For applications see <http://www.bcs.queens.ca/computing/> and <http://www.queens.ca/computing/>. Queen's University offers the amenities of a large city and the comfort of a small town. The Department of Computing and Information Science, which has 40 faculty, 32 students, and approximately 1000 undergraduate and graduate students, is committed to excellence in both research and teaching. The faculty are doing research in a number of areas of computer science including: computational imagery, molecular scene analysis, graphics and perception, software technology, parallel systems, computational geometry, parallel computation and computational linguistics. The Department will consider applicants in database systems, software engineering, graphics, and distributed systems areas. All applicants should have a Ph.D. degree in computer science or a related field. The successful candidate will be expected to develop an active research program and to teach effectively at the

University is situated on top of Burnaby Mountain just east of Vancouver and commands magnificent views of Burrard Inlet, the North Shore Mountains, the Fraser River, and Vancouver harbour. The Lower Mainland is a hub of cultural activity and a unique blend of urban and diverse and varied recreational opportunities. In accordance with Canadian immigration requirements, priority will be given to Canadian citizens and permanent residents. Some teaching experience is required to the principle of equity in employment and offers equal employment opportunities to qualified applicants. Applications will be considered until the position is filled. January 31, 1999 may be taken as a practical date. For applications see a curriculum vitae, three letters of reference, a statement of research interests, a statement of teaching interests, evidence of research productivity, including selected papers, and the names, addresses and phone numbers of three referees to Dr. James G. MacLennan, Department of Computing and Information Science, Queen's University, Kingston, Ontario, Canada K7L 3N6. The deadline for applications is December 31, 1998. Queen's University is committed to employment equity and welcomes applications from all qualified men and women, including visible minorities, aboriginal people, persons with disabilities, gay men and lesbians.

The second year running in a national ranking of Canadian universities carried out by Maclean's Magazine, in accordance with Canadian immigration requirements, priority will be given to Canadian citizens and permanent residents. Some teaching experience is required to the principle of equity in employment and offers equal employment opportunities to qualified applicants. Applications will be considered until the position is filled. January 31, 1999 may be taken as a practical date. For applications see a curriculum vitae, three letters of reference, a statement of research interests, a statement of teaching interests, evidence of research productivity, including selected papers, and the names, addresses and phone numbers of three referees to Dr. James G. MacLennan, Department of Computing and Information Science, Queen's University, Kingston, Ontario, Canada K7L 3N6. The deadline for applications is December 31, 1998. Queen's University is committed to employment equity and welcomes applications from all qualified men and women, including visible minorities, aboriginal people, persons with disabilities, gay men and lesbians.

DEVELOPMENTAL GENETICS

UNIVERSITY OF MANITOBA — The Department of Human Genetics, Faculty of Medicine at the University of Manitoba invites applications for a full-time tenure-track position at the Assistant Professor level. The successful candidate will be expected to have demonstrated research in a specialized area of human genetics, including a Ph.D. and/or M.D. in Medical Biology or an allied discipline, evidence of strong research potential in developmental molecular genetics, and experience in teaching at the undergraduate and graduate levels. The successful candidate will be expected to teach a number of undergraduate courses. Duties will include a minimum teaching load of six courses in three semesters. There will be the opportunity to participate in curriculum and program development, with a reduction in teaching load to accommodate research. The successful candidate will be expected to contribute to general School committee work. University policies concerning the position may be found at <http://www.umanitoba.ca/cepg/cepg/academia/12/1.htm>. Simon Fraser University is situated on the Burnaby Mountain campus and is a member of the University of British Columbia, Simon Fraser University and the University of Alberta. The University has about 18,000 students. The School graduates over 100 majors in Computing Science as a major. As well it offers an honours program, and a various joint honours and major degree programs. The School provides two computer clusters, a computer lab, and a computer lab for computing and software engineering. The University runs on a year-round, tenured system, allowing for an extensive cooperative education system. Simon Fraser University has been ranked first in the "Comprehensive" category for the second year running in a national ranking of Canadian universities carried out by Maclean's Magazine.

The second year running in a national ranking of Canadian universities carried out by Maclean's Magazine, in accordance with Canadian immigration requirements, priority will be given to Canadian citizens and permanent residents. Some teaching experience is required to the principle of equity in employment and offers equal employment opportunities to qualified applicants. Applications will be considered until the position is filled. January 31, 1999 may be taken as a practical date. For applications see a curriculum vitae, three letters of reference, a statement of research interests, a statement of teaching interests, evidence of research productivity, including selected papers, and the names, addresses and phone numbers of three referees to Dr. James G. MacLennan, Department of Computing and Information Science, Queen's University, Kingston, Ontario, Canada K7L 3N6. The deadline for applications is December 31, 1998. Queen's University is committed to employment equity and welcomes applications from all qualified men and women, including visible minorities, aboriginal people, persons with disabilities, gay men and lesbians.

and to research. The department invites applications from individuals with extensive experience in the child care field, particularly in child development, education, and administration. The successful candidate will be responsible for supervising advanced internships and serving as a liaison with the child care community. In accordance with Canadian immigration requirements, first preference will be given to Canadian citizens and permanent residents. Please submit an application with complete curriculum vitae and the names and addresses of three referees to Dr. Richard James, Chair, Department of Earth Sciences, Laurentian University, Sudbury, Ontario P3E 2C6. Telephone: (705) 675-1151, extension 2263; Fax: (705) 675-4898; e-mail: rpmednick@laurentian.ca. While screened candidates will commence in January 1999, applications will be accepted until the position is filled.

EST ASIAN STUDIES

McGILL UNIVERSITY — The Department of East Asian Studies announces a tenure-track position in Chinese Studies at the assistant professor level beginning September 1, 1999. Areas of research and teaching include, but are not limited to, Chinese literature, Chinese history, Chinese linguistics, Chinese philosophy, Chinese politics, Chinese government, Chinese economy, Chinese society, Chinese media, Chinese film, and Chinese postcolonial studies. Candidates should have a Ph.D. or equivalent, and teaching experience at the undergraduate and graduate levels. Knowledge of French is an asset. Applicants should send a letter of application and a statement of research and teaching interest, current vita and three letters of recommendation to Chair, Chinese Studies, Department of East Asian Studies, 1005 Chemistry Building, McGill University, 3484 McTavish Street, Montreal, Quebec H3A 1K9. The deadline for applications is January 15, 1999. In accordance with Canadian immigration requirements, priority will be given to Canadian citizens and permanent residents of Canada. McGill University is committed to equity in employment.

ORAMA & SPEECH COMMUNICATION

UNIVERSITY OF WINNIPEG

UNIVERSITY OF WINNIPEG — Drama and Speech Communication, The University of Winnipeg invites applications for a tenure-track position in the Department of Drama and Speech Communication beginning July 1, 1999. Primary area, Speech Communication, including the following areas: Interpersonal Communication, Small Group Communication, Intercultural Communication, Communication, Secondary Drama, including Performance, Theatre History, Dramatic Literature. The successful candidate must have a Ph.D. or terminal degree. Salary range commensurate with qualifications and experience. Send letter of application and three letters of recommendation to Dr. Joel Greenberg, Chair, Department of Drama and Speech Communication, University of Winnipeg, Waterloo, Ontario N2L 3G1. Application deadline: November 30, 1998. In accordance with Canadian immigration requirements, priority will be given to Canadian citizens and permanent residents. The University of Winnipeg encourages applications from all qualified individuals, including women, members of visible minorities, native peoples, and persons with disabilities. This appointment is subject to the availability of funds.

ENTHUSIASM SCIENCE

LAURENTIAN UNIVERSITY — The Department of Earth Sciences seeks applications for a tenure-track faculty position at the Assistant Professor level in Structural Geology effective July 1, 1999. The successful candidate will teach at the undergraduate and graduate level, supervise research projects and maintain a vigorous research program. A strong commitment to field-based research, and experience in or desire to work on ore deposit related structural problems is important that the candidate demonstrate. The position involves teaching and research at the undergraduate and graduate levels, supervise graduate students, and undertake some service duties. Associate Professor (Closing date November 30, 1998): Applicants must have a Ph.D. in Economics or related field and experience in research and teaching. Candidates must be able to conduct independent research, teach at the graduate and undergraduate levels, supervise graduate students, and effectively participate in departmental/faculty/university governance. Instructor (Closing date November 30, 1998): Applicants must have a Masters degree or Ph.D. in Economics, geoscience, academic referees, and demonstrated teaching excellence. Primary responsibilities will include teaching introductory and possibly higher level courses in the field of Earth Sciences, research, supervision of research projects, and some service duties. The salary range and benefits package for this position are comparable to Assistant Professor. Applications for the Assistant/Associate Professor positions should include a covering letter, curriculum vitae, a sample of recent research and the names of three referees.

DEVELOPMENTAL STUDIES

THE UNIVERSITY OF WINNIPEG — Developmental Studies, Early Childhood Educator Training Program, Developmental Studies at The University of Winnipeg, invites applications for a two-year position (with possible extension upon review in the second year) at the rank of Instructor or Associate Instructor. The position is effective May 1, 1999 or later. Salary will be commensurate with qualifications and experience. Applicants should send a curriculum vitae, names of three referees to: Dr. Jane Evans, Chair, Search Committee, University of Manitoba, Department of Human Genetics, T2B 0T9 Barlow Avenue, Winnipeg, Manitoba, R3E 0W3.

DEVELOPMENTAL STUDIES

THE UNIVERSITY OF WINNIPEG

DEVELOPMENTAL STUDIES

DE

CLASSIFIEDS

and active involvement in committee and administration work. The department offers program to over 150 graduate students enrolled in Post-Graduate and Doctoral programs. The Post-Graduate program offers the following areas: behaviour disorders, intellectual disabilities, learning disabilities, language and communication difficulties, cross-tertiary research, teaching, consultation, measurement and evaluation, and school psychology. The department covers the cost and supervision of practicum experiences to approximately 1400 Barlough of education students. The department has a full-time complement of 15 faculty members. Interested applicants are invited to apply for the position and a resume and letter of reference for their references be sent to: Dr. Walt Pavlovich, Head, Department of Educational Psychology and Special Education, University of Saskatchewan, 28 Campus Drive, Saskatoon, SK S7N 5E2, Canada. Applications will be accepted until a candidate in found. Starting Date: As soon as possible. The University of Saskatchewan is committed to Employment Equity. Members of designated groups (women, Aboriginal people, people with disabilities and visible minorities) are encouraged to self-identify on their applications.

ENGINEERING

UNIVERSITY OF SOUTHWESTERN LOUISIANA
—Electrical Engineering The EECE Dept. of the
University of Southwestern Louisiana In
Lafayette, LA, U.S.A., seeks faculty candidates for
tenure track faculty positions. Areas of interest:
Telecommunications, Electronics, Signal Process-
ing, and Computer Engineering. Send resume to the
Dept. of Electrical Engineering, University of Southwestern
Louisiana, P.O. Box 10800, Lafayette, LA 70504-9080.

In North America, it is considered a highly developed research facility, and is located in the middle of a vibrant metropolitan city. Additional information can be found on the departmental web page: <http://www.ece.utoronto.ca>. Applicants should send a resume and a list of references to Professor Sam G. Zaki, Dept. of Electrical and Computer Engineering, University of Toronto, 10 King's College Road, Toronto, Ontario, M5S 1G4, Canada. The search will commence immediately, and the position will remain open, pending applications received by January 25, 1995. In accordance with Canadian immigration requirements, priority will be given to Canadian citizens and permanent residents of Canada. The University of Toronto is committed to employment equity and welcomes applications from all qualified individuals, including women, visible minorities, aboriginals, immigrants, and physically challenged persons.

selected field or to expect to receive one before July 1, 1996. We are in all high-quality candidates. In any area of chemical engineering, but one of the positions is specifically for a chemical engineer with experience in either the reaction engineering and/or polymer engineering. Successful candidates will be expected to establish viable and productive research programs, and teach both graduate and undergraduate courses. Considerable output in the form of publications and information about our Department, in accordance with Canadian Immigration requirements, the advertisement is directed to Canadian citizens and permanent residents. If suitable Canadian citizens and permanent residents are not available, other individuals will be considered. A statement of the name of three referees and a statement of current research interests and plans for future research should be sent to: Dr. S.E. Wanke, Chair, Department of Chemical and Materials Engineering, University of Alberta, Edmonton, Alberta, Canada, T6G 2G6. Applications are requested prior to February 15, 1996. The University of Alberta is committed to the principle of equity in employment. As an employer, we welcome diverse

THE UNIVERSITY OF WESTERN ONTARIO —
Faculty of Engineering Science, Chair, Department of Chemical and Biochemical En-

and has established national and international reputation in many research areas. The Department has a long history of research in undergraduate and graduate programs in biochemical engineering, and currently has 10 full-time faculty, 8 by the year 2001. The Department is currently involved in 10 research projects, 5 of which are funded by grants, 3 by contracts, and 2 by internal grants. The Department has 10 graduate students, 2 in the first year, 3 in the second year, 3 in the third year, and 4 in the fourth year. There is a projected expansion in the number of students in year 3 and 4, and a rapid expansion in the number of faculty resulting from the introduction of new concurrent degree programs with Business, Economics, Chemistry, Biophysics, Biochemical, Law and Medicine. At the present time the Department has 14 faculty members, 10 of whom participate in research, and there are three research centers, the Chemical Reactor Engineering and the newly established Macromolecular Engineering Research Center. There are currently 10 graduate students, 2 in the first year, 3 in the second year, 3 in the third year, and 4 in the fourth year. The Department has excellent research grants support and is a world leader in the areas of fluidization and chemical reactor engineering, biochemical engineering and polymer engineering.



Faculty of Engineering

Chair, Department of Chemical &
Materials Engineering

Applications and nominations are invited for the position of Chair of the Department of Chemical and Materials Engineering. The department provides undergraduate programs in Chemical Engineering, Chemical Engineering (Computer Process Control), and Materials Engineering. These programs have a combined target enrollment of 100 new students each year. The department has a strong graduate program with approximately 100 students following MEng, MSc and PhD programs, and the department is committed to further growth in this area. Research in the department is supported by a wide variety of governmental and industrial organizations, with approximately \$4.5 million in externally sponsored research funds received annually.

The department has recently experienced considerable growth and currently has 30 full-time faculty members. Planned additional growth over the next three years could result in an additional six or more faculty positions being established complete with associated support staff. This major initiative, which is pending government approval, will enable the department to build on its considerable strengths and expand into new areas of teaching and research.

The Chair of Chemical and Materials Engineering is responsible to the Dean of Engineering for the supervision and administration of the academic programs, budget and all activities of the department. We are seeking a dynamic candidate who possesses the teaching, research and administrative experience to provide effective leadership in a Faculty committed to excellence in education and scholarship. This tenured appointment, which will be at the rank of Professor, will take effect on July 1, 1999 or as soon as possible thereafter.

Chair, Department of Mechanical Engineering

Applications and nominations are invited for the position of Chair of the Department of Mechanical Engineering. The undergraduate program in Mechanical Engineering has a target enrollment of 115 new students each year. Approximately 75 graduate students are registered in MEng, MSc and PhD programs, and the department is committed to further growth in this area. Research in the department is supported by a wide variety of governmental and industrial organizations, with in excess of \$1.5 million in externally sponsored research funds received annually.

The department currently has 22 full-time faculty members. Planned additional growth over the next three years could result in an additional 11 faculty positions being established complete with associated support staff. This major initiative, which is pending government approval, will enable the department to build on its strengths and expand into new areas of teaching and research involving biomedical/biomechanical engineering and manufacturing engineering.

The Chair of Mechanical Engineering is responsible to the Dean of Engineering for the supervision and administration of the academic programs, budget and all activities of the department. We are seeking a dynamic candidate who possesses the teaching, research and administrative experience to provide effective leadership in a Faculty committed to excellence in education and scholarship. This tenured appointment, which will be at the rank of Professor, will take effect on July 1, 1999 or as soon as possible thereafter.

University of Alberta
Edmonton

Ernest E. and Gertrude Poole Chair in Management for Engineers

Applications and nominations are invited for the Ernest L. and Gertrude Poole Chair in Management for Engineers. This is an endowed Chair position responsible for the Engineering Management program in the Faculty of Engineering. The Chair will be responsible for the establishment, further development and execution of all policy and direction of the Engineering Management program and assist in the teaching of parts of the program at the undergraduate and graduate levels. The Chair will have specific responsibility for the development and offering of courses that will deal in an integrated way with entrepreneurship, project management, technology policy, finance, marketing, quality control, human resource planning and decision analysis. The Chair will be responsible for coordinating activities and developing collaborative programs with the Faculty of Business.

The candidate should be a professional engineer, ideally with an advanced degree in an engineering or business discipline, and possess a wealth of experience and outstanding background in engineering management, some teaching experience, and excellent information technology skills. The candidate should also have excellent leadership, people, and marketing skills, as well as a clear vision of the role and future of the Engineering Management program. The candidate may currently be in an industrial position, or in an academic position with a strong industrial background and linkages.

The position will be at the rank of Professor and salary will be commensurate with experience and achievements. The appointment, to take effect on July 1, 1999, or as soon as possible thereafter, will either be with tenure, or for a renewable five-year term, as appropriate.

The Faculty of Engineering is one of the largest in Canada with approximately 2800 undergraduate students, 500 graduate students and over 130 faculty members. The Faculty operates the second-largest engineering cooperative education program in Canada which is available to students in the nine undergraduate degree programs. The Faculty has recently undergone a significant phase of renewal with over 40 new engineering faculty members appointed since 1996.

For any of the above positions, please send nominations or applications, including CVs and the names of three references by January 15, 1999 (applications will be accepted until the positions are filled) to:

Dr. David T. Lynch, Dean
Faculty of Engineering
University of Alberta
5-1 Mechanical Engineering Building
Edmonton, AB T6G 2G8
Phone: (403) 492-3596
Fax: (403) 492-0500
E-mail: david.lynch@ualberta.ca

The University of Alberta is committed to the principle of equity in employment. As an employer, we welcome diversity in the workplace and encourage applications from all qualified women and men, including Aboriginal peoples, persons with disabilities, and members of visible minorities.

UNIVERSITY OF ALBERTA

ANNONCES CLASSÉES

califications in Cardiology in the country of Canada and must be eligible for registration with the College of Physicians and Surgeons of Manitoba. Certification in Cardiology by the Royal College of Physicians and Surgeons of Canada is preferred. The University of Manitoba encourages applications from qualified women and men, including native peoples and visible minorities, in accordance with Canadian immigration requirements. In accordance with Canadian immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. Salary will be commensurate with experience and academic qualifications. Applications, accompanied by a curriculum vitae and a list of publications, should be sent to: Dr. J. Ducas, Head, Section of Cardiology, Room G3430, Health Sciences Centre, 820 Sherbrooke Street, Winnipeg, Manitoba, R3A 3K6. Closing date for receipt of applications is November 30, 1998.

UNIVERSITY OF MANITOBA — The Department of Internal Medicine, University of Manitoba, invites applications for two tenured faculty positions. Applications are invited for two academic clinical neurologists. These will be geographically full-time, contingent positions located at the Health Sciences Centre. The responsibilities will include commitment to patient care, medical education, research, teaching (undergraduate and post-graduate). Research interests are welcomed. The candidate must have senior specialty qualifications in Neurology in the country of Canada and be eligible for registration with the College of Physicians and Surgeons of Manitoba. Certification in Neurology by the Royal College of Physicians and Surgeons of Canada is preferred. The University of Manitoba encourages applications from qualified women and men including native peoples and visible minorities, and persons with disabilities. The advertisement is directed to Canadian citizens and permanent residents. Salary will be commensurate with rank and qualifications. Applications should be accompanied by a curriculum vitae, a list of publications, an indication of special interests in research activities, if present, and the names of three references to: Dr. L.E. Nicolle, H.E. Sellers Professor and Head, Department of Internal Medicine, Room G3430, Health Sciences Centre, 820 Sherbrooke Street, Winnipeg, Manitoba, R3A 3K6. Closing date for receipt of applications is November 30, 1998.

JEWISH/RELIGIOUS STUDIES
YORK UNIVERSITY — The Faculty of Arts, York University invites applications for a tenured-track position in Jewish Studies at the Assistant Professor level (Applications at the Associate Professor level will also be accepted) to commence July 1, 1999, subject to budgetary approval. Prospective candidates should have a Ph.D. in Jewish Studies or related field and be qualified to teach the following courses: Introduction to Jewish Studies, History of the Jewish People, and the History of the Jewish Community. This is a geographical full-time, contingent position located at the Health Sciences Centre. The responsibilities will include administration of the Clinical Neurophysiology EEG/EP Laboratory, interpretation of procedures, consultation in the clinical neurophysiology unit, and supervision of graduate (undergraduate and postgraduate) and research students. The candidate must have senior specialty qualifications in Neurology in the country of current practice and be eligible for registration with the College of Physicians and Surgeons of Manitoba. Certification in Clinical Neurophysiology by the Royal College of Physicians and Surgeons of Canada is preferred. The University of Manitoba encourages applications from qualified women and men including members of visible minorities, Aboriginal peoples and persons with disabilities. The advertisement is directed to Canadian citizens and permanent residents. Salary will be commensurate with rank and qualifications. Application should be accompanied by a curriculum vitae, a list of publications, an indication of special interests in research activities, if present, and the names of three references to: Dr. L.E. Nicolle, H.E. Sellers Professor and Head, Department of Internal Medicine, Room G3430, Health Sciences Centre, 820 Sherbrooke Street, Winnipeg, Manitoba, R3A 3K6. Closing date for receipt of applications is November 30, 1998.

JOURNALISM & COMMUNICATIONS
THE UNIVERSITY OF REGINA — School of Journalism & Communications invites applications for a full-time tenure-track position (subject to budgetary approval) to begin July 1, 1999. Rank and salary will be commensurate with qualifications and experience. The successful candidate will have a strong background in print journalism. Recent experience should include news reporting, feature writing, magazine writing, desktop publishing, newspaper editing, and media criticism, plus an innovative writing style. Experience with multimedia, broadcasting, and documentary production would be a plus. Qualifications: a Ph.D. is preferred, however, a combination of education and relevant experience may be considered. Deadline for applications is December 15, 1998. Candidates should submit a curriculum vitae and

reference for the forwarding of three letters of reference to Dr. M. Knott, Dean, Faculty of Arts, University of Regina, Regina, Saskatchewan, S4S 0A2. Fax: (306) 555-5368. In accordance with Canadian immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Regina is committed to employment equity.

KINESIOLOGY

YORK UNIVERSITY — Faculty of Arts, Kinesiology and Health Science. Applications are invited for a tenure-track position at the assistant professor level in motor control and human performance. The present position is open to those with a strong interest in exercise physiology, psychology, occupational biomechanics and fitness/epidemiology. The program is seeking to broaden the range of academic areas that they cover, as well as the ability to develop a productive research program in support of teaching. Potential candidates should be an asset. Applications should be submitted by December 31, 1998, a curriculum vitae, a covering letter stating future research goals, relevant reprints, and the names of three referees. The closing date for applications is January 1, 1999 or when position is filled, and the expected start date for the appointment is January 1, 1999. In accordance with Canadian immigration requirements, this advertisement is directed to Canadian citizens and permanent residents.

UNIVERSITY OF WATERLOO — The Department of Kinesiology at the University of Waterloo invites applications for a tenure-track faculty position, at the rank of Assistant Professor, to commence July 1, 1999. The successful candidate should have demonstrated research and teaching abilities to solve problems such as optimization of human performance, reduction of human error, human-computer interaction, health and safety. We are seeking for expertise in one or more of the following areas: occupational biomechanics, candidates with expertise in cognitive or social behavioral aspects of ergonomics are encouraged to apply. The candidate must have a Ph.D. or Ed.D. with training in ergonomics, substantial experience and would be eligible for full member classification in the Human Factor Association of Canada/Association canadienne d'ergonomie or be eligible for certification by the Board of Certification in Professional Ergonomics. The candidate should have demonstrated research at undergraduate and graduate level, and supervising graduate students. Salary range commensurate with qualifications and experience. The Department of Kinesiology offers the only undergraduate program in Kinesiology in Canada. The Department of Kinesiology is a multi-disciplinary department with expertise ranging the social to biological study of human movement. The mission of the department is to discover and explain mechanisms and patterns of human movement and to apply this knowledge to strategies which promote the health and physical performance of individuals in work and leisure activities. The department offers B.Sc., M.Sc. and Ph.D. degrees in Kinesiology. Further information about the department can be found at <http://www.kinesiology.uwaterloo.ca/kines.htm>. Applications should send a covering letter, three names of references, and a curriculum vitae to: Dr. James S. Frank, Chair, Department of Kinesiology, University of Waterloo, Waterloo, Ontario, N2L 3G1, Canada. Tel: (519) 885-1770 or E-mail: jfrank@uwaterloo.ca. The closing date for applications is November 30, 1998 or until position is filled. The expected start date for the appointment is May 1, 1999, or earlier. In accordance with Canadian Immigration Regulations, this advertisement is directed to Canadian citizens or permanent residents.

UNIVERSITY OF WATERLOO — The Department of Kinesiology at the University of Waterloo seeks an outstanding physician-scientist for a tenure-track faculty position. The successful candidate will have expertise in the area of the physiological basis for disease and injury related to physical activity. Candidates should have demonstrated teaching and research experience to solve problems related to the prevention of exercise with disease and injury. We are searching for expertise that can complement existing strong basic science teaching and research programs in

cardiorespiratory and/or muscle physiology and extend these programs to clinical applications. The candidate must be committed to teaching in the Department. Other responsibilities include research at the undergraduate and graduate level and supervising graduate students. Candidates are expected to compete for grants and contracts to support their research program and graduate students. Opportunity for teaching and research in the community and in the university through the use of Applied Health Science Research Clinic. Salary is commensurate with qualifications and experience. The Department of Kinesiology is seeking candidates with a strong interest in exercise physiology, psychology, occupational biomechanics and fitness/epidemiology. The program is seeking to broaden the range of academic areas that they cover, as well as the ability to develop a productive research program in support of teaching. Potential candidates should be an asset. Applications should be submitted by December 31, 1998, a curriculum vitae, a covering letter stating future research goals, relevant reprints, and the names of three referees. The closing date for applications is January 1, 1999 or when position is filled, and the expected start date for the appointment is January 1, 1999. In accordance with Canadian immigration requirements, this advertisement is directed to Canadian citizens and permanent residents. The University of Waterloo encourages applications from all qualified individuals, including women, members of visible minorities, native peoples and persons with disabilities. This position is subject to the availability of funds.

LABOUR STUDIES

McMASTER UNIVERSITY — Labour Studies. Prospective X tenure-track joint appointment will be made in Labour Studies and another department related to the candidate's area of interest, by McMaster University at the Assistant Professor level commencing July 1, 1999. Labour Studies is an established program, led by a distinguished Faculty of Social Sciences, which includes Anthropology, Economics, Political Science, Social Work and Sociology. This is the second in a series of planned interdisciplinary appointments in the Labour Studies Program. McMaster's commitment to the interdisciplinary nature of Labour Studies is reflected in its interdisciplinary courses. The successful candidate will include supervision and teaching of graduate students and undergraduate teaching. A Ph.D. and a promising publication record in refereed journals are required, as well as a desire to teach and to conduct research. Postdoctoral experience would be an asset. Applications should be submitted by December 31, 1998, a curriculum vitae, a covering letter stating future research goals, relevant reprints, and the names of three referees. The closing date for applications is January 1, 1999 or when position is filled. The expected start date for the appointment is January 1, 1999. In accordance with Canadian Immigration Regulations, this advertisement is directed to Canadian citizens and permanent residents.

UNIVERSITY OF TORONTO — Management of Technology, University of Toronto at Mississauga — Management of Technology. Applications are invited for a tenure-track position in Management of Technology at the level of Assistant Professor, beginning July 1, 1999. Demonstrated excellence in research and teaching is sought. Candidates should have a Ph.D. in the Management of Technology/Technology Strategy/Innovation on appointment (or soon thereafter). The successful candi-

date should be an asset. Applications should be submitted by December 31, 1998, a curriculum vitae, a covering letter, three names of references, and a list of publications. The candidate must be committed to teaching in the School of Management. The School of Management is a leader in the field of Management of Technology. The School has a strong research program in Management of Technology, and is well-established relationships with the professional community. More detailed information about the School, its ALA-accredited masters program, and current faculty is available on our website <http://www.mgt.utm.utoronto.ca>. Applications should send a letter of application, curriculum vitae, an example of published work, and any other supporting material, and arrange for three confidential letters of reference to be sent to Dr. Alvin M. Sacks, Chair, Department of Management of Technology, University of Toronto at Mississauga, 302-30 Northdown South, University of Alberta, Edmonton, Alberta, T6G 2V4 by February 15, 1999. The University of Alberta is committed to the principle of equity in employment. As an equal opportunity employer, we welcome applications from all qualified women and men, including Aboriginal peoples, persons with disabilities, and members of visible minorities.

“Promoting information, exploring issues, creating access, pursuing equity.” As part of Canada's second largest university, the School benefits from a progressive library and excellent computer facilities. The School also strives to maintain a positive, open, and inclusive environment and well-established relationships with the professional community. More detailed information about the School, its ALA-accredited masters program, and current faculty is available on our website <http://www.mgt.utm.utoronto.ca>. Applications should send a letter of application, curriculum vitae, an example of published work, and any other supporting material, and arrange for three confidential letters of reference to be sent to Dr. Alvin M. Sacks, Chair, Department of Management of Technology, University of Toronto at Mississauga, 302-30 Northdown South, University of Alberta, Edmonton, Alberta, T6G 2V4 by February 15, 1999. The University of Alberta is committed to the principle of equity in employment. As an equal opportunity employer, we welcome applications from all qualified women and men, including Aboriginal peoples, persons with disabilities, and members of visible minorities.

MANAGEMENT

UNIVERSITY OF TORONTO at Mississauga — Management of Technology, University of Toronto at Mississauga — Management of Technology. Applications are invited for a tenure-track position in Management of Technology/Technology Strategy/Innovation at the level of Assistant Professor, beginning July 1, 1999. Demonstrated excellence in research and teaching is sought. Candidates should have a Ph.D. in the Management of Technology/Technology Strategy/Innovation on appointment (or soon thereafter). The successful candi-

Brandon University

TWO ENDOWED CHAIRS — DEPARTMENT OF BUSINESS ADMINISTRATION



Brandon University

TWO ENDOWED CHAIRS — DEPARTMENT OF BUSINESS ADMINISTRATION

Brandon University's Department of Business Administration is proud to have had generous benefactors who created two **Endowed Chairs**. Holders of the endowed positions will receive long-term teaching and research appointments and are expected to develop strong linkages with the local and national business community. Extra funding is available to enable the Endowed Professors to take on leadership roles.

The Business Administration Department invites applications for two positions in the areas of **Marketing**, **Small Business Administration**, and **Entrepreneurship**. One position is an Endowed Chair with a term appointment of up to five years and is renewable. The other position is tenure-track. Ranks of the appointments are open. Preferred qualification for the positions is a Doctorate with specialization(s) in Marketing, Small Business, and/or Entrepreneurship. Candidates with a Doctorate in a related discipline or with a Masters Degree and relevant experience are also encouraged to apply. The ability to do research and to deliver courses in more than one area will be an asset.

Current salary ranges, which are under negotiation, are as follows: Assistant Professor \$39,298 - \$58,356, Associate Professor, \$51,617 - \$75,017, and Professor, \$64,655 - \$91,943. The date of appointment is 1 September 1999 or until filled. Deadline for application is 15 January 1999 or until filled.

Interested candidates should forward their Vitae along with teaching dossier or evaluations and names of three referees to:

Dr. Robert Florida
Dean of Arts
Brandon University
Brandon, Manitoba R7A 6A9
E-mail: Florida@brandonu.ca

In accordance with Canadian Immigration Regulations, this advertisement is directed primarily to Canadian citizens and Landed Immigrants. Both women and men are encouraged to apply.

Associate Vice President, Academic

RYERSON

Ryerson, Canada's foremost polytechnic university, is a leader in providing innovative, applied baccalaureate education designed to prepare students for careers in professional fields. With more than 12,000 full-time students registered in 37 undergraduate programs, the University has established itself as a dynamic member of Canada's university community. This position will be strengthened and enriched by our new focus on graduate programming, and by a rapidly expanding research role.

With a mandate to advance applied knowledge and research, Ryerson has developed a broad spectrum of scholarly, research, and creative (SRC) capacities across its Faculties of Applied Arts, Arts, Business, Community Services, Engineering and Applied Science and within its University centres. The expansion of this capacity is a central goal of the University, and is the primary responsibility associated with this position.

Ryerson Polytechnic University invites applications and nominations for the position of Associate Vice President, Academic. Reporting to the Vice President, Academic, the Associate Vice President is responsible for the administration and direction of SRC activities, including the University research centres and related outreach programs, such as international affairs. The successful candidate will bring leadership, innovation, and vision to the position, and will be committed to the continued enhancement of Ryerson's research environment. The Associate Vice President is Ryerson's primary advocate for research and, as such, must understand and represent the needs of the University community, as well as provide guidance and

support to academic departments and research centres. The Associate Vice President will be expected to raise the profile of SRC activity within the University, stimulate increased interaction between internal and external research networks, forge strategic alliances with the Canadian research community, and further develop Ryerson's relationships with NSERC, SSHRC and other external funding agencies.

For this position, Ryerson is seeking a dynamic and energetic individual with an established research record and senior-level experience in university or comparable administration. Excellent communication skills are required, along with a demonstrated ability to work effectively within an academic environment, with government, business and industry, and sensitivity to the relationship between research and teaching.

The appointment will be effective July 1, 1999 for an initial term of five years. Applications and nominations should include a curriculum vitae and be directed to the address shown below. Consideration of candidates will commence in November 1998.

This advertisement is directed in the first instance to Canadian citizens and permanent residents of Canada. In keeping with Ryerson Polytechnic University's Employment Equity Program, applications are encouraged from women, visible minorities, aboriginal people and people with disabilities.

Janet Wright & Associates Inc.
21 Bedford Road, Suite 100
Toronto ON M5R 2J9

Fax: (416) 923-8311



Janet Wright & Associates Inc.



When Even Your Accountant Betrays You

KATHRYN CAMPBELL

GIVEN THE VARIOUS, BELITTLING stereotypes about accountants, it may come as quite a surprise that this stolid cadre of professionals has quietly delivered a life-threatening blow to the university community. While underfunding, academic freedom, the commoditization of teaching, and the corporatization of research have, with justification, captured many headlines, the recently issued Canadian Institute of Chartered Accountants (CICA) "accounting recommendations for not-for-profit organizations" have generated hardly a murmur.

After several years of discussion and debate, the CICA released, in March 1996, a new set of accounting standards for all not-for-profit organizations to take effect for the fiscal year beginning on or after April 1, 1997. Additionally, all not-for-profits were directed to alter retroactively the 1996-1997 statements to comply with the new standards. No alarms were sounded within the university community.

Unbeknownst to most of us, our university administrators have laboured long and hard (at considerable expense and, perhaps, to the neglect of their ongoing duties) to comply with these new standards. Senior university officers accepted the new standards as if they were simply technical adjustments with no public policy impact.

It is particularly telling that the 1997 Canadian Association of University Business Officers' "Financial Reporting Guide" described these changes as "significant" but did not challenge their larger implications. In fact, the CAUBO Guide offers, without nuance, a devastating abdicationist rationale for agreeing to what is a wholesale reformulation of the university financial reporting system: "Understanding university financial statements may be difficult for some users. Business people on the Board, who would normally be considered relatively sophisticated users, sometimes have trouble understanding financial statements which have been prepared on a multi column, fund accounting basis."

Dumbing Down Financial Statements

Are we to understand that CAUBO has seen an urgent need to "dumb-down" the financial statements so that Board members can understand them? Is CAUBO's acquiescence a tacit endorsement of the for-profit financial reporting system and an incipient decline into "bottom-line" corporatism? Are we facing a mindless and insidious move towards bureaucratic homogenization? Sadly, CAUBO chose to support the CICA recommendations and has left us to wonder and worry about the ulterior motivations driving the indiscriminate disfigurement of financial reporting for universities.

Consistent with the pseudo-scientific management tradition, the new CICA standards extol the virtues of standardization, conformity and, consequently, administrative control. The multiple impacts of these standards are both pervasive and pernicious.

The multifunctioned activities of the modern university, previously reported in separate fund statements, are reduced to a single column, a simplistic corporate overview.

Plant and equipment, purchased with public funds to establish a permanent infrastructure, will now be depreciated, with the instantaneous effect of removing millions of dollars of assets from university balance sheets. How can universities possibly be well-served by a procedure that makes every institution look poorer? The most egregious application of the depreciation process requires universities to write off library holdings over a maximum of five years. The presumed equivalence of library books to obsolete inventory or worn-out machinery is deeply symbolic of the insensitivity of the CICA accounting standards to the intangible yet invaluable assets held in trust by all universities.

L'auteure, qui est professeure agrégée en comptabilité et en politique de l'entreprise à l'Université Trent, s'inquiète des nouvelles normes comptables que l'Institut canadien des comptables agréés (CICA) a recommandées aux organismes sans but lucratif. Ces nouvelles normes, rendues publiques en mars 1996, devaient entrer en vigueur dès le 1^{er} avril 1997. Tous les organismes sans but lucratif devaient modifier leurs états financiers de 1996-1997 pour se conformer aux nouvelles normes. Selon l'auteure, les nouvelles normes de l'ICCA louent les vertus de l'uniformisation, de la conformité et du contrôle administratif. Les activités polyvalentes de l'université moderne sont maintenant réduites à une seule colonne, à un aperçu simpliste de l'établissement. Elle se demande comment l'université sera mieux servie par une méthode qui l'appauprit davantage alors que les équipements, les installations achetés avec les deniers publics pour établir des infrastructures permanentes seront désormais dépréciés. L'auteure estime qu'il revient aux universitaires d'utiliser leur savoir collectif et leurs énergies pour défendre les valeurs non lucratives, essentielles à un système d'éducation public vivant.

The transformation of the income statement from a cash-basis to an accrual basis downplays the ever-critical pressure to manage cash effectively and substitutes an artificial and opaque performance criterion. While CAUBO recognizes that "the bottom line [revenue minus expenses] is not normally a measure of the degree of financial success of a university," nonetheless they endorsed the conversion of all university income statements to the for-profit format, establishing the framework for subsequent profitability comparisons.

Narrow & Crude

For some time, universities have been threatened with assessment against performance indicators as a measure of public accountability and as a prerequisite for continued government funding. The selection of performance indicators appropriately sensitive to the mission of the modern university has sustained rigorous scrutiny and has received grudging endorsement. Yet suddenly, those complex proxy measures may be swept aside in favour of profitability measures which are, in contrast to performance indicators, vulgar and one-dimensional.

The new accrual "statement of operations" invites the introduction of narrow return-on-investment calculations and crude cost-benefit comparisons, both standard techniques used by business investors to evaluate investment preferences.

Return-on-investment criteria have a notoriously short attention span antithetical to the universities long-term investment in knowledge as a public good. As well, since knowledge has no balance sheet value, university cost-benefit ratios will always be seriously imbalanced and will not attract profit-maximizing investors.

Not for Profit

Thus, the CICA has pushed universities further down the slippery slope. Once upon a time we were called non-profit organizations to emphasize that the provision of service took precedence over the permanent amassing of funds. The break-even philosophy was the dominant management ethic and adherence to that ethic demanded honest and diligent management, along with the timely disbursement of public funds. When that ethic is violated, namely, "... if current expenses are less than current revenues, current clients are not receiving the services to which they are entitled..."¹ and clients/funders have a clear basis for concern.

Now, universities are labelled not-for-profit to signify the acceptability of retaining surplus funds (i.e. profits) to make future expenditures and to offset/anticipate future funding uncertainties. Implicit in the new nomenclature is the abandonment of the non-profit break-even philosophy which was both a financial and an ethical responsibility to maximize the benefits returned to the public within the current year.

If management is entirely relieved of the public obligation inherent in the break-even philosophy, what alternative ethic will emerge to prevent undue hoarding of resources? With tacit approval for an "OK-to-profit" ethic, is the final and irrevocable "must-profit" phase far behind?

Canaries in the Mine

Are the new CICA standards truly life-threatening or just one more irritant in an increasingly bureaucratized world? It is imperative that all universities understand that the small, undergraduate and never universities are the "canaries in the coal mines" who are being disproportionately harmed by these new regulations.

As Ministries of Education across the country adopt ever more *laissez-faire* business processes, the vulnerable institutions will be the first and the most severely affected. Trent University, for example, is vulnerable thence

over. With a small senior management team, the application of the new CICA standards has been an excessive burden. The age and particular funding provisions for Trent's capital assets have resulted in a relatively large write-down on our balance sheet. Without senior and wealthy alumni, Trent does not have the endowments, and their attendant security, by which long-established institutions bolster both their income statement and balance sheet. Trent's situation typifies several other universities and, as the canary metaphor foretells, eventually all participants in a poisoned/unsafe system may succumb.

Our Role

While these comments might be classified within the growing genre of "gloomy predictions about the future of the academy," I remain optimistic. Clearly, we cannot cede to accountants the important task of depicting the essence and merits of a university. They have failed in their duty to advocate for us. Nor can we depend upon the accounting process, old or new, to adequately represent the university enterprise.

As a monetized representation system, conventional accounting reports only those items for which there is an agreed dollar value. What is the agreed value of an accessible public university system? What price can we assign to pure research? Does the wisdom in an old library book depreciate?

Ironically, in the absence of shareholders, the professoriate has significant countervailing power as the most established stakeholder group within the university community. We are the stewards of our intellectual heritage and, as such, we must use our collective knowledge and energies to defend the non-profit values essential to a vibrant public education system.

Universities are not like General Motors and our collective story, as told in our financial statements, needs and merits a style appropriate to our worth and our aspirations. Like Mark Anthony, we know the words to our story. ■

(Kathryn Campbell is an Associate Professor of Accounting and Business Policy in the Administrative Studies Program at Trent University. She has held many positions with the Trent University Faculty Association and has extensive volunteer experience on nonprofit governance boards.)

1. Anthony R. and R. Herzlinger, *Management Control in Non-profit Organizations*, Irwin, 1980.

The views expressed are those of the author and not necessarily those of CAUT. Les avis reflètent l'opinion de leurs auteurs et pas nécessairement celle de l'ACPPU.